

# The National Underwriter

LIFE INSURANCE EDITION

THURSDAY, SEPTEMBER 18, 1924

## Do You Know This Man?

A capable fellow; commands a fairly good salary, has a wife and child, lives pretty well, drives a moderate-priced car, rents a nice apartment, has a few charge accounts, etc.—

Of course you know him!

You know a good many of him, for he is your Average Client.

He carries about \$5,000 of life insurance with you.

This man's only asset is his earning power. Perhaps your life policy is really his only disability policy. Death will totally disable him, and your \$5,000 will replace his earning power—for a little while.

He probably earns \$5,000 a year, alive and well. Yes, you should sell him more life insurance—but can you; and would he keep it up?

The thing he needs at this stage is protection against living disability—a NON-CANCELABLE INCOME POLICY guaranteeing his earnings when disabled by accident or disease.

It will protect your life premiums as well as his salary. It will give balance to his coverage, and make him a better prospect for more life insurance later on.

Full commissions to life men. Write for specimen copy and rate book.

### EMPLOYERS INDEMNITY CORPORATION

E. G. TRIMBLE, PRESIDENT  
KANSAS CITY

CHICAGO  
INSURANCE EXCHANGE

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719 DETWILER BUILDING

NEW YORK  
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# RICHMOND—Capitol City of Virginia

with a population of over 210,000, of whom 97% are American born.

The geographical and principal gateway to the South.

A metropolitan city that is rich in industrial and financial institutions. More than \$100,000,000 invested capital in industries—sales from which aggregate over \$175,000,000. Banking institutions whose clearings exceed \$3,050,000,000 annually, and carrying the accounts of 1,200 neighboring banks.

RICHMOND is noted as a city of beautiful homes; parks; churches; schools; colleges, including more than forty modern school buildings.

RICHMOND is surrounded by the most fertile section of Virginia. The value of agricultural products reaching the huge sum of \$171,551,000 annually.



White House of the Confederacy

Concerning agency opportunities in other sections of Virginia, Amarillo, Texas, Eastern Oklahoma or Indiana, address

## VOLUNTEER STATE LIFE INSURANCE COMPANY

Chattanooga, Tennessee

PAID TO AND HELD IN TRUST FOR POLICYHOLDERS

\$12,911,119.00

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The type of man we seek is not readily found everywhere. We do not desire high pressure men, men who can put anything over once. We do not encourage a man who cannot make a solid, substantial success out of a General Agency.

Because that is what we want. We operate entirely on the General Agency system. We offer to a man who can build up a General Agency in two or three years to a million or two of paid business a year most excellent contracts from a commission standpoint.

We have the opportunity for you if you have the ambition and experience to put our proposition over.

Openings in Kentucky, Alabama, Georgia, West Virginia, Michigan and Texas.

## Atlantic Life Insurance Company

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President

W. H. DALLAS  
Superintendent of Agents



## General Agents Wanted

in

Washington  
Oregon  
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Michigan  
Virginia  
Kentucky

Unusual opportunities and attractive contracts to men who are good **PERSONAL PRODUCERS** and who have ability to **ORGANIZE** an agency.

Must have details regarding **insurance experience**, production in each of last three years, and particular **territory** desired, in first letter.

For booklet "Why the Minnesota Mutual" write

O. J. LACY  
2nd Vice-President—in Charge of Agencies

## THE MINNESOTA MUTUAL LIFE INSURANCE COMPANY

SAINT PAUL

MINNESOTA

# The National Underwriter

## LIFE INSURANCE EDITION

Twenty-Eighth Year, No. 38

CHICAGO, CINCINNATI AND NEW YORK, THURSDAY, September 18, 1924

\$3.00 Per Year, 15 Cents a Copy

### AETNA LIFE MANAGERS' DYNAMIC CONFERENCE

Some of the High Points Brought Out at the Hot Springs Meeting

ADDRESS BY BRAINARD

Various Home Office Men Told of the Plans in Mind for Different Departments

By M. A. BOYLE

The first managers' conference of the Aetna Life at Hot Springs, Va., last week was the big event in the life of that company. It showed its modern, progressive spirit. It marked a milestone in the history of the organization. The company invited a few of the leading in-



MORGAN B. BRAINARD  
President Aetna Life

surance publications to send their men to report the meeting. The publicity department of the Aetna Life got out press bulletins, sending them out at the close of every day to the newspapers. In this way, the Aetna Life was able to send vital stuff to the trade publications. It was a piece of publicity work that has not been duplicated in agency conventions.

#### Want to Close Up the Big Insurance Gap

Realizing that there are over two trillion in life values, as set forth by Solomon S. Huebner at the National Life Underwriters Association convention, it is the clearly defined purpose of the Aetna Life executives and managers to prepare to close the gap between this figure and the \$60,000,000,000 of insurance now in force by using the latent powers at their command, and by developing new and greater means of ade-

### AGENCY OFFICERS' PLAN NEW PLAN ANNOUNCED

#### NEW FEATURE FOR MEETING

One Session Will Be Given to Discussion of Questions Appealing to Junior Agency Officers

Plans are now being formulated for the annual meeting of the Association of Life Agency Officers at the Edgewater Beach hotel in Chicago, Nov. 11-12. The Life Insurance Sales Research Bureau will hold its annual meeting Nov. 10. The Life Agency Officers' Association is planning an innovation this year with a session the first morning which will be designed primarily for consideration of the problems confronting the junior agency officials at the home office. The meeting will be a round table discussion. The meeting will be handled entirely by the junior officers. On the evening of Nov. 11, there will be a dinner which will be addressed by a speaker of national importance. The sessions will close Wednesday noon. L. Seton Lindsay of the New York Life is chairman, Oliver Thurman of the Mutual Benefit Life is vice-chairman and L. P. Brigham of the National Life of Vermont is secretary.

quately protecting the American home. With this as the keynote, every general agent and manager of the company in the United States and Canada, with the exception of three, who were ill, and 40 of the home office executives gathered to study the means by which their aim might be attained. Through six long formal sessions and hundreds of informal ones, the many topics bearing on Aetna Life's vision of its future were discussed, new plans were made and old ones revised to fit new and changing conditions.

#### President Brainard's Talk at Aetna Life Conference

President Morgan Bulkeley Brainard opened the conference by welcoming the general agents and managers. He stated plainly that the gathering was by no means a convention, but was a conference, and a working conference at that. He said there are two sets of problems—those of the home office and those of the field. The former must be solved for efficiency in order to give the field efficiency. Fortunately there is a happy and united home office staff which can not but insure the success of Aetna Life plans. It is his belief that with this foundation, the necessary feeling of sincerity and fair-dealing will be ever present between the two branches.

#### Stanley Edwards' Definition of Life Insurance

Manager J. Stanley Edwards of Denver, Colo., replied for the field force and gave this definition: "Life insurance is financial faith well founded, hope made certain by fruition, charity eclipsed by lack of want, and human love made immortal by the tokens it sends back from beyond the grave."

Commenting on the assets of life companies, he called attention to one which cannot be put on the books—the agency force, with its great fund of diligence, efficiency, enthusiasm and good will. These intangible assets he pledged to President Brainard and called

### ADVANCES BEING MADE IN THE MEDICAL FIELD

Life Companies Will Be the Beneficiaries of the Important Discoveries

#### TALK BY DR. D. B. CRAGIN

Associate Medical Director of the Aetna Life Urges Greater Purification of Human Race

The purification of the human race is the great goal to which medical science must direct its attention in the immediate future if chaos is to be avoided, according to Dr. Donald B. Cragin, associate medical director of the Aetna Life, speaking before the managers' conference at Hot Springs, Va. Dr. Cragin spoke as follows, in part:

Nature is absolutely ruthless when it comes to interfering with her laws, and she can and does make us very miserable. For example, this country formerly allowed free and unrestricted immigration, and it immediately began to fill up with low-grade, multiple breeding, unintelligent people from other countries, the result being that on Jan. 1, 1923, we had in our federal, state, city, county and private institutions for the feeble minded, epileptic, dependent children, penal institutions, almshouses, etc., 893,679 persons, or approximately one in every 100 of the population, dependent upon the community for their support. Of juvenile delinquents alone in June, 1923, we had 29,343. Worse than this, we encourage this sort of thing by allowing these people to propagate when we know that according to the laws of heredity, carefully worked out, in the essentials of energy, brains and morality, like largely produces like, the physically and mentally unfit are carefully nurtured and raised to adolescence, where they become a serious menace to the development of a strong race.

#### Must Make Births Come from the Proper Stock

Much pride is taken in our diminished infant mortality, due to our health and milk stations and educational propaganda, but nothing is said of the great increase in child mortality due to the tiding over the infantile period of these weaklings. We have not gone to the fountain head of our trouble. Medicine and allied sciences know the remedy, and have a bibliography of between 5,000 and 6,000 studies for the public to draw on, but they are little used by lawmakers. We must make the births come from the proper stock. We ponder with horror upon the battlefields, but we complacently gaze on the biological destruction of the intelligent portion of the human race because from ten to twenty million babies from our better stock fail to get born.

For as insurance men we must bear in mind that our future risks, agents, general managers, and presidents must all

(CONTINUED ON PAGE 20)

be drawn from the stock of the future. If we breed morons we must be ruled over by morons, and the result is chaos.

Disease is with us always, but it is constantly changing. New diseases and sub-divisions of old diseases are of frequent discovery. I think it was Metchnikoff who first stated that new types of bacteria were constantly developing. This is according to biological laws. Changes in environment are responsible for some of this, the whites are invading the tropics, and the blacks are emigrating northwards. Each has a problem to solve in meeting new conditions of living. The former must meet tropical diseases, heat and snakes; the latter crowded indoor housing, different foods and work.

#### Epidemics May Sweep Country and Upset Calculations

For these reasons human standardization cannot be accomplished. In general we can group cases, but along comes an influenza epidemic, a smallpox outbreak, typhoid, diphtheria, plague, cholera and yellow fever to upset the whole thing. The public may flatter itself that many of these diseases are under control, and we need not fear them, yet do they know that in the early years of the great war the world was spared an invasion of bubonic plague by the merest thread of good luck? A change in politics or law may undermine the whole defense fabric. If the anti-vivisection law had been passed in California, it would have destroyed every biological laboratory in the state, and California without biology would be a desert waste within ten years.

#### Death Rate Is Increasing in Many Diseases

While the public may feel snug and safe over the diseases named, what shall we say about cancer, flabby hearts, kidney diseases, pneumonia and tuberculosis. All on the increase. The public prides itself on preventive measures in tuberculosis but mathematical biology is not in the least comforting in this regard. Professor Pearson has shown that the death rate from tuberculosis was falling faster before we began these great campaigns than it has since. In 1911 he predicted that despite all preventive measures, tuberculosis would soon show a rise, and in 1918 he showed that in England this rise had taken place. Fresh air, outdoor living and a germ free climate will not have the slightest influence in making the race immune to any disease. This is amply verified by the various epidemics of measles, smallpox, tuberculosis, etc., among the aborigines. Immunity must be bred. Give these subjects some serious thought and then help apply the remedy.

#### What Are the Doctors Doing to Better Conditions?

What are some of the advances the doctor is making? In the past he has been surrounded by a great veil of mystery. Even his language was different from that of the ordinary human. Recently there has come about a great change. The doctors are beginning to talk to the public in the language of the public, and we await with some trepidation the outcome. The doctor has broadened. As I have said he has gone outside and included other allied sciences. Tremendous changes have taken place in the last three decades in these sciences, and the doctor has learned to take advantage of the discoveries in electricity and new machinery. Even the humble buzz-saw has found its place in surgery. The laboratory has supplanted guess work.

#### Advance Has Been Made in Electrical Devices

In the field of electricity we use electrical currents and machinery in diagnosis and treatment. One of the most important discoveries from an insurance standpoint is the electro cardiograph. Its working is simple enough. We know that every impulse of the heart creates an electrical current. In the normal heart these currents run in certain di-

#### GIVES LIFE SUMMARY

##### TRANSACTIONS OF LAST YEAR

Total Distributions Amount to \$1,423,982,080, With \$55,000,000,000 in Force at Close of Year

The "Insurance Press" gives the following summary of life insurance distributions in 1923 by insurance organizations operating in the United States and Canada, including the transactions of the United States Veterans' Bureau: Death claims, matured endowments, annuities, disability claims, and additional accident death benefits, \$808,625,000; payments for premium savings (dividends to policyholders) and for lapsed, surrendered and purchased policies, \$565,915,000. This gives a total of \$1,374,540,000. The commuted value of insurance claims awarded by the United States Veterans' Bureau from December 31, 1922 to December 31, 1923, was \$49,442,050, raising the grand total to \$1,423,982,080.

In 51 cities of the United States and Canada, payments to policyholders for death claim endowments exceeded \$1,000,000. The total in New York City reached \$42,980,000. There were 159 claims paid for \$100,000 or more, three being for \$1,000,000 or more. The largest claim paid was that on Arthur Letts, California, \$1,795,000.

In 1923 between \$700,000,000 and \$800,000,000 of applied for insurance was refused to tens of thousands of applicants. A conservative estimate of the total amount of life insurance in force in the United States on Jan. 1, 1924, was \$55,000,000,000, and as the population on that date was officially estimated at 112,826,000, the amount per capita of all ages was \$487. Based upon the number of white males 18 years of age and over, the per capita was about \$1,700.

rections. The point where the impulse starts is called the pace-maker, and it apparently runs independently of the brain and nervous system. We can remove a heart or a strip of the heart containing the pace-maker, and by proper treatment can keep the strip or heart beating outside the human organism for days. In case of interference with the impulse or disease of the muscles these currents vary. The electro cardiograph makes a graphic picture of these waves and we simply read the picture. The knowledge gained from these pictures or graphs enables us to take on risks that formerly were declined.

#### Discoveries by Pasteur Have Had Notable Effect

The discovery of insulin, a pancreatic extract, is familiar to you all and we hope must eventually enable us to insure diabetics who are willing to continue its use.

Pasteur and his discoveries of the cause of infectious diseases has made profound changes in insurance risks. Recently a new remedy for the deadly sleeping sickness in Africa, caused by the bite of the tsetse fly, has opened up an area in that continent two thousand miles long, and in places one to two hundred miles wide stretching up the Congo River from the Atlantic almost to the opposite ocean, and taking in some of the most productive land in Africa. Salvarsan in syphilis makes a man insurable, quinine does the same in malaria, Diphtheria antitoxin and the new scarlet fever serum recently developed in Connecticut, are of far-reaching importance. A certain drug increases a man's muscular efficiency nearly 20 percent, and can be taken over long periods of time without harm.

#### Some Wonderful Things Being Done in Surgery

We are able to graft skin, bone, fat, and fascia, and much preliminary work

#### LEADERS' CLUB MUSTER

##### FIDELITY MUTUAL'S MEETING

Agents Who Qualified for the Trip Held Their Convention at White Sulphur Springs

The Leaders Club of the Fidelity Mutual Life held its annual meeting at White Sulphur Springs, W. Va. this week. Second Vice-President Frank H. Sykes opened the convention Monday morning. President Walter Lemar Talbot said a word of greeting. The main speaker at that session was Clayton M. Hunsicker who is president of the Leaders Club. Mr. Hunsicker is home office manager in Philadelphia and is 64 years of age. The managers' conference was held Monday afternoon.

#### Stage Sales Demonstration

On Tuesday morning, there was a sales demonstration with J. A. Houston of Spokane, Wash., as the agent and F. J. Durgin of Springfield, Mass., as the prospect. Other speakers were Hugh Brown of Columbia, S. C., R. C. Grimes of Topeka, B. F. Fraser, Jr., of Atlanta Ga., and Harry A. Mader of Ridgway, Pa. General Counsel George H. Wilson discussed some of the disability problems. F. W. Heron of San Francisco, supervisor of the Pacific Coast, spoke on "Some Factors in Life Insurance Salesmanship." Tuesday afternoon, F. L. Bettger of Philadelphia spoke on "Income for the Beneficiary." Other speakers were P. J. Grogan of Johnstown, Pa., L. W. Burdick of New York City, Stanley H. Gettis of Washington, D. C., Mrs. H. G. Carnes of Atlanta, Ga., and Thomas M. Green of Baltimore. F. A. Wallis, manager New York City, ended the session with giving some instructions as to starting the new agents in life insurance work.

has been done in connection with some of our most vital organs, such as the kidney, thyroid, ovary, and the journalistic monkey gland. Goitre is being generally attacked, resulting from laboratory studies in which it was found that lack of iodine in the gland was a feature of the disease.

Dr. John T. Abel, of Johns Hopkins, has invented an artificial kidney which works on dogs, the living kidneys rest while this steam boiler looking affair is in operation. Its function depends on the use of an anti-blood clotting extract obtained from leeches. It is hoped it can be used on man in cases where kidneys break down in such diseases as acute nephritis, scarlet fever, corrosive sublimate poisoning, and similar toxic states, giving the kidneys a few hours rest each day.

#### Insurance Companies Must Keep Abreast With Times

Insurance companies to function properly, must keep abreast of these discoveries and apply them to insurable groups as fast as we find factors of safety. Medicine cannot remain at a standstill; knowledge is expanding too rapidly. We must keep several jumps ahead of each other department, for all insurance is founded on the human structure, the one thing on earth that is adaptable to all conditions, else it would long ago have perished. The very variability of the human is what makes life fascinating.

#### Penn Mutual Men at French Lick

The Penn Mutual Life is getting ready for its second annual midwestern regional convention, which will open next Monday at French Lick Springs Hotel, French Lick Springs, Ind., and run for three days. Arrangements are in charge of Will O. Ferguson, Charles J. Iredell, Arthur W. Finley, John E. Murray, J. Walker Godwin and C. William Johnson.

#### CHANGES BY THE AETNA

##### IMPORTANT ANNOUNCEMENTS

Company Will Issue Insurance to Policyholders Within Two Years of Acceptance Without Examination

E. E. Cammack, vice-president and actuary of the Aetna Life, announced the new features which the company is putting in its contracts and the reasons behind the improvements, at the managers' conference last week.

The first announcement was that a new policy form had been adopted. Its main object was to clarify the wording so that the ordinary man could understand it. Remarking that "the old contract had some of the longest sentences in the English language," he stated that every effort had been made to eliminate as much legal and insurance phraseology as possible and still to retain the policy provisions free from ambiguity to the average policyholder.

#### Will Pay Face of Policy

(2) A new departure in American insurance practice was the next feature. Henceforth, the Aetna Life will pay at death the face of the policy, even though unpaid premium installments may be due at the time the policy becomes a claim. It has been the practice in this country to deduct the installments still due, but this invariably results in misunderstanding. To eliminate this procedure and to pay the full face of the claim is actuarially sound, according to Mr. Cammack.

(3) Interest on policy loans will hereafter be collected at the end of the year, instead of being discounted from the loan as heretofore.

(4) Interest will be paid on all claims from the time of death until that of settlement at the rate of 3½ percent plus the excess then in effect.

(5) Claims on participating insurance will be entitled to a post-mortem dividend.

(6) A new settlement option will be added under the terms of which the insured or the beneficiary may elect to receive a stipulated monthly income from the proceeds of a policy until the principal is exhausted.

(7) Policyholders who take paid-up insurance for a reduced amount will receive dividends on the reduced policy.

(8) The right to exercise the privileges of the policy shall vest in the life owner.

(9) Perhaps the announcement of the greatest interest was that of a new policy on the whole life basis with half rate the first five years, the higher rate to go into effect at the end of five years. The rate the first five years is greater than that of five-year term, but during the balance of the contract is lesser than that of whole life at the attained age. This plan removes the stigma of term insurance from the buyer.

#### No Medical Examination

(10) A new and simplified application will be used, to which a binding receipt will be attached.

(11) Perhaps the greatest departure among all of these wonderful advances is the offer of the Aetna Life to accept without medical examination all applications for insurance on old policyholders to whom insurance has been issued not over two years previous, to the amount of \$10,000, with full disability and double indemnity privileges. The only restriction to this offer is that the Aetna Life reserves the right to require an examination if the application indicates any radical change in the condition of the applicant.

These changes go into effect Oct. 1, 1924. The half rate policy will be issued in all states except where the insurance departments have not yet authorized it. Another announcement was that Disability Clause No. 1 as previously issued by the Aetna Life was unsatisfactory and would be replaced by a clause providing for waiver of premium only.

## SERGEANT FORECASTS INCREASE IN DIVIDENDS

Announcement Made at Massachusetts Mutual Agency Association Meeting

### LE BUHN NEW PRESIDENT

Davenport Man Heads Association for Coming Year—Good Program of Addresses Given

SWAMPSCOTT, MASS., Sept. 12.—Members of the Massachusetts Mutual Life Agency Association were aroused to a high pitch of enthusiasm when Vice-president William H. Sergeant, at the closing session of the conference, announced an upward revision of the dividend scale. He said:

"Owing to the exceeding care which has been shown in making the investments of the company, the way looks clear for an upward revision of the dividend scale and with the consent and approval of the president I can predict that unless something unforeseen happens you may look for an important announcement about May, 1925, having reference to the dividend scale which will be of interest to you and to our policyholders."

Mr. Sergeant's address was devoted to the investments of the company. He analyzed the character of the investments, told how they were made, the purposes they served and explained the amortization plan of arriving at values. Except for three mortgage loans which were being foreclosed, Vice-president Sergeant declared there was not a dollar of delinquent interest on the company's books June 1.

#### INCOME INSURANCE DISCUSSED

Installment options and future opportunities for business were the two topics for the closing day. John Shambour of Duluth declared that the only genuine and complete insurance was income insurance. It insured a man's life and his purpose. Under Option A of the Massachusetts Mutual policy he could build up his estate unit by unit. C. K. Davis of Cincinnati found that everybody seemed to fix upon the five-year period as the time they knew they were going to live, and made it hard to place ordinary life. It was also difficult to find out exactly how much insurance a man actually wanted. He had been successful in getting the wives to bring the man about to a receptive attitude. Carl LeBuhn of Davenport, Ia., declared the work of many life insurance men showed they were mere quacks. In his town his agency had written some 5,500 policies representing \$14,000,000 of insurance and there had been no deaths. The agency had gotten into the habit of merely running around and collecting premiums and taking what new business came its way. Then came some seven deaths one after another which cost the company \$47,000. When the agents went to deliver the checks they found out how inadequate the insurance was and how improperly it had been written. It set them to thinking. They decided they had been quacks in the business and that henceforth more attention would be paid to the individual needs of each prospective policyholder.

#### OPPORTUNITIES FOR BUSINESS

As to future opportunities for business and how best to take advantage of them, Norris H. Bokum of Chicago, gave a stirring talk and was well applauded. He called attention to how today bankers were urging a budget for men and women which should include insurance,

## HELD AGENCY MEETING

### BIG ROUND-UP AT MONTREAL

National Life of Vermont Was Host to Members of \$100,000 and \$200,000 Clubs

The annual agency convention of the National Life of Vermont was held in Montreal, with a big turnout of the members of the \$100,000 and \$200,000 clubs and a strong representation of home office officials. Over 150 field men gathered for the two days session, which was filled with interest throughout, both as to entertainment and the business sessions.

#### HAD STRONG PROGRAM

The annual banquet closed the convention and while this was largely an entertainment feature there was one feature which was particularly noteworthy. Edward Catell of Philadelphia gave an inspirational talk which was greatly enjoyed by the field men. During the business sessions, there were numerous addresses by the home office representatives and producers from the field, though one of the most striking was that by Harry Kolman of Chicago. Mr. Kolman, who returned to the life insurance business this year after an absence of three years, has written \$1,750,000 in six months. He gave a talk on business methods, taking as his subject, "The rewards of finished workmanship." Mr. Kolman spoke straight from the shoulder and directed his remarks both to the field men and the companies. Another headliner during the business sessions was Elton H. Bragg of the New York University School of Life Insurance Salesmanship, who outlined some valuable selling suggestions. One afternoon was devoted to golf and other entertainment.

#### Many Home Office Men There

President Fred. A. Howland headed the delegation from the home office, some of the others being: Harry Cutler, vice-president; Edward Field, second vice-president; William W. Russel, treasurer; Lorimer Brigham, superintendent of agencies; Dr. E. A. Colton, assistant medical director; George K. Putnam, assistant secretary; Henry Holt, assistant actuary; Frank M. Kendall, cashier; A. B. Shepard, assistant agency supervisor. Convention headquarters were at the Mt. Royal hotel in Montreal and the company gave the agents a "royal" reception.

how lawyers were urging clients to take out insurance and how many men could now go into business when backed by insurance as a protection who could never have taken the same risk years ago. Insurance proceeds to take care of inheritance taxes furnished an unlimited field. There was a chance to write big business by keeping in touch with the bond men of the banks and finding out who were taking out bonds. Life insurance was such a great business that you were going to see the big business men try to get into it.

Laurence C. Witten of Cincinnati emphasized the necessity of keeping physically fit for life insurance work. The body is the engine and the mind the dynamo. Everyone must concentrate, be alert and keen, find out his own faults, keep a mastery of himself and use everything about him. He believed every man should be an active citizen and not a mere passerby; study business and politics and go to the polls and vote right. These were parlous times and every man should vote and vote right if we wished to secure the prosperity and happiness of our children. He wanted to know what the agents were doing for themselves as compared to what they were advising others.

George E. Lackey of Oklahoma City, vice-president of the National Association

## PAID FOR BIG AMOUNT

### REEVE HEADS \$200,000 CLUB

New York Life Announces the Official Personnel of Its Large Producers for the Year

The New York Life has announced the officers and members of its \$200,000 Club. W. E. Reeve of New York City is president, his insurance paid for in the year amounting to \$1,819,250 made up of 182 applications, averaging about \$10,000. Mr. Reeve started in the medical department of the New York Life at 16 years of age. He remained there four years. He sold insurance on the side after hours. Then he decided to start as an agent, giving his whole time to soliciting. He has been selling insurance for 32 years. The leading vice-president-at-large is Arthur T. Jarvis of Nashville, whose record was \$1,254,078 new business. William D. McGurn, New York City, was third, with \$1,209,250. Numar Schwartz of Brooklyn comes next with \$1,132,250. Alex Dumas of New York City followed with \$1,105,607. Frederick C. Moser of Seattle follows with \$1,095,000.

#### WATERMAN HEADS GREATER NEW YORK

Joseph A. Waterman is the leading vice-president of the "Greater New York Department" with \$1,001,500 to his record. Mrs. Zara B. Rosen, vice-president of the "Eastern Department," wrote \$1,050,750. She qualified in her first year with \$519,000, the next year with \$571,250, the third year with \$672,500, and now writes over \$1,000,000. She was formerly the owner of several retail fur stores. Isaac S. Kibrick, vice-president of the "Northeastern Department," comes from the New England branch and wrote \$753,478. He is a Russian emigrant boy and has come up the lines with hard work. Joel Hershman of the Reading, Pa., branch is vice-president of the "Atlantic Department," his record being \$755,500. He came to America at the age of 19 and started as a traveling salesman.

#### BENTLEY IN LIMELIGHT

Samuel R. Bentley of the West Virginia branch comes next with \$685,500. He is president of the Chamber of Commerce of Clarksburg, W. Va., the home of John W. Davis, the Democratic candidate for President. Mr. Bentley had much to do with the welcoming home of the distinguished son. M. C. Salassa of the Charlotte, N. C., branch is vice-president of the "Southern Department," his figure being \$613,875. He was formerly an athletic coach. He graduated from the Springfield College for Athletic Coaches. He studied medicine for two years at the University of Virginia. Jay H. Emerson of Chicago is vice-president of the "Central Department" with \$952,120. George A. Sutherland of the St. Paul branch is vice-president of the "Northwestern Department," his record being \$463,500. Gus Bertner of the Little Rock, Ark., branch, is vice-president of the "Gulf Department," his record being \$763,493.

#### GADDY IS VICE-PRESIDENT

Thomas T. Gaddy, Oklahoma branch, is vice-president of the "Southwestern Department," his figure being \$785,016. H. M. Stryker of Seattle, vice-president of "Western Department," produced \$426,500. He was formerly a physician at Galena, Ill. Rudolph Buckley, the Honolulu branch, is vice-president of the "Pacific Branch," his figure being \$1,057,625. The 929 members of the \$200,000 Club paid for \$271,208,724 during the club year.

#### HONORS WOMEN AGENTS

The current issue of the Penn Mutual "News Letter" is dedicated to the women workers in the Penn Mutual's agencies, with a large number of portraits of successful women and an account of their accomplishments.

## OFFICE EXECUTIVES TO HOLD MEETING

Excellent Program Has Been Arranged for the Conference Next Week

### TO GATHER AT FT. WAYNE

Will Take Up Interesting Questions Relative to Personnel System and General Practice

The program for the organization conference of the Association of Life Insurance Office Executives to be held at Fort Wayne, Ind., Sept. 25-26, is announced. An informal banquet will be held Thursday evening at the Fort Wayne Country Club, the attendants being the guests of the Lincoln National Life. The object of the conference as put out by Franklin B. Mead, secretary of the Lincoln National Life, is as follows: "The feeling is that a number of companies having personnel departments could derive much benefit from conferring on problems of home office organization and clerical administration. As is set forth in the program, the growing importance of the life companies is generally recognized. It is also conceded that there have been rapid strides within recent years in the development of the science of office organization and management in general as well as in the specialized field of life insurance work. It is felt that many tangible benefits will be obtained by officers of life companies interested in these problems through the medium of an association devoted solely to a consideration of the broad field of office administration. It is the thought of those who have advanced this suggestion that the organization should appeal primarily to those who are particularly interested in clerical operations and administrative activities of life insurance companies and that the activities of the association should be definitely limited to this specialized field.

#### COMMITTEES IN CHARGE

The committee on arrangement consists of G. N. Beaudry, Capitol Life of Denver; E. S. MacFarlane, Manufacturers' Life of Canada; S. B. Bradford, Central Life of Chicago; O. J. Arnold, Illinois Life; S. E. Barry, Northwestern Mutual Life. The committee on permanent organization consists of L. C. Ashton, Provident Mutual Life; E. D. Murphy, New York Life; C. J. Diman, John Hancock Mutual; H. E. Moore, Pacific Mutual Life; George Graham, Central States Life.

The program is:

#### THURSDAY MORNING, SEPT. 25

Meeting place—Lincoln Life building. 8:30 to 9:30—Registration and "Get acquainted" meeting.

9:30—Conference called to order by the temporary chairman, Franklin B. Mead, secretary and actuary of the Lincoln National Life. Address of welcome by Arthur F. Hall, president of the Lincoln National Life.

10:00—Influence of the Administration of the Office Organization Upon the Home Office Activities of Life Insurance Companies, by Dr. Henry Wireman Cook, vice-president and medical director, Northwestern National Life. (This subject will comprehend the relative importance of the office as a factor along with the agency, actuarial, medical and legal works in the functioning of the life insurance business. The speaker will point out the possibilities and present and future developments in the field of office administration aiming toward more effective office management.)

10:45—Application of Office Machinery, with particular reference to the Hollerith and Powers tabulating equipment, to the actuarial, statistical and account-

(CONTINUED ON PAGE 30)

ing work in life insurance offices, by B. F. Dvorak, Chicago. (The speaker has spent several years of study on this problem and has been retained as a consultant by several life insurance companies to study methods in relation to the application of the tabulating machine equipment.)

11:30—Problems in Personnel Control as Applied to the Life Insurance Business, by Elbert D. Murphy, personnel director, New York Life. (The speaker will present some of the conclusions he has drawn covering a period of over thirty years of intimate relations to personnel activities in the life insurance business.)

12:30—Luncheon in Lincoln Life dining room.

#### Thursday Afternoon

Chairman—J. G. Parker, Imperial Life of Canada.

1:30 to 2:30—Visit through the home office building of the Lincoln National Life.

2:30—Development of a Plan of Salary Standardization for Clerical Employees in a Life Insurance Home Office, by Harold C. Pennicke, manager service and planning department, American Central Life. (This address will be accompanied by lantern slides. It will trace the development of a salary standardization plan through the various stages and will outline the procedure and job analysis work.)

3:15—Meeting the Peak Load Problem in Life Insurance Office Operations, by George A. Drieu, assistant secretary, Connecticut General Life. (Proper planning has made possible the meeting of the peak load problem without maintaining an organization to take care of the maximum demands. This end is being accomplished by many concerns without impairing the speed with which work is being put through.)

#### Friday Morning, Sept. 28

9:30 to 9:45—Conference convenes in the assembly room of the Lincoln Life building. Appointment of committees. Membership and nomination for officers of permanent association.

9:45 to 12:15—Round table conferences. Groups to be divided as follows:

Room A—Classification of Life Insurance Operating Accounts to Permit Cost Control and the Accumulation of Operating Statistical Data. Chairman to be assigned.

Room B—Maintaining Selection Records in the Insurance Office with Particular Reference to M. I. B. File. Chairman, Harry Moore, Jr., vice-president, Pacific Mutual Life.

Room C—Organization of the Home Office Clerical Force in a Growing Company to Permit Most Efficient Control and Efficient Operation. Chairman, Franklin B. Mead, secretary and actuary, the Lincoln National Life.

Room D—Organization of the New Business Department for Rapid Service to Agents. Chairman, A. B. Turner, Penn Mutual Life.

12:30—Luncheon in Lincoln Life dining room.

#### Friday Afternoon

1:30 to 3:30—Round table conferences. Groups to be divided as follows:

Room A—Committee Control of Office Administrative Activities vs. Centralized Departmental Control. Chairman, L. C. Ashton, secretary, Provident Mutual Life.

Room B—Procedure for Establishing Standard Practice Written Routines. Chairman, Adolph A. Rydren, vice-president and actuary, Continental Life.

Room C—Determining the Proper Time Schedule for the Destruction of Inactive Office Records and Correspondence. Chairman, A. J. McAndless, assistant secretary, Lincoln National Life.

Room D—Training Office Workers in Life Insurance Companies. Chairman, H. P. Leak, assistant secretary, Jefferson Standard Life.

3:30 to 4:30—Organization business meeting; election of officers; report from Committee on Permanent Organization.

4:30—Adjournment.

#### Thursday Evening

7:30—Informal banquet, Fort Wayne Country Club.

Address—The Home Office Building as the Expression of the Activities of a Life Insurance Company, Benjamin Wistar Morris, architect, New York City.

#### Northwestern Life in New States

The Northwestern Life of Omaha has been admitted to South Dakota. The company is now doing business in Ohio, Iowa, Missouri, Colorado, Wyoming, South Dakota and Nebraska.

## DECISIONS ON TOTAL DISABILITY ARE CITED

Variety of Wording Reduces Value of Cases as Precedents

## HINGE ON CONSTRUCTION

Claim Men Must Know Attitude of Courts in States in Which Company Operates

In an address on "Total Disability," before the International Claim Association at Chicago, A. A. McKinley said that an examination of more than 150 leading cases representing decisions on various points involved in fixing the rights of the assured and the liability of the company under the total disability clause, it was found that 65 decisions were rendered for the company and 83 against the company. Contrary to the usual belief, in many instances the rules of construction of the policy clause under consideration were strained in favor of the company.

#### Construction Is Important

The importance of construction of the policy is revealed by the fact that not less than 68 cases of the 150 examined were decided on some question of construction of the policy provisions covering total disability. The words "immediately" or "at once" have been variously construed. There are decisions in which the courts have construed "immediately" as an adverb of time, and others in which the words were held to have relation to causation and not to time. Construed as an adverb of time, immediately has been held synonymous with the word presently, not meaning a reasonable length of time. In other courts, it has been held not synonymous with instantaneously, but rather an adverb of time to limit time. Other courts have held that disability did not result from the injury immediately where a number of days elapsed from the time of the injury to the time of disability. Finally, there are those decisions in which the courts have held that the word immediately means a reasonable time.

#### Meaning of "Prosecution"

The words "prosecution of any and every kind of business" and similar phrases as used in policy provisions have been the subject of construction in many cases. Some courts interpret the language of the disability clause literally so far as it relates to these words. Others follow the rules of construction applicable to the law of contracts and interpret such phrases in the light of the entire contract, and thus modify the literal interpretation which would be applicable if they stood alone. In some cases, it was held that work of any kind could not be limited to usual and ordinary work which the insured engaged in at the time of the injury, but that the insured must be disabled from doing work of the character contemplated by the policy, namely, any work for which the insured was fitted.

#### Take Liberal View

In other cases the courts have been liberal in their interpretation, holding that the clause indicated that the parties intended that the insured should be wholly disabled from doing only that business which he had the capability to prosecute. Still other courts have held that the policy provided indemnity so long as the insured might be continuously prevented from performing "any and every kind of business" relating to his occupation.

(CONTINUED ON PAGE 30)

## AGENTS OF COLUMBUS MUTUAL HOLD SESSION

Great Welcome to President Brandon on His Return From European Trip

## GUESTS HEAR BILHEIMER

Local Association Invited to Meeting—Speaker Writes \$50,000 on Auditors to Prove Methods

COLUMBUS, O., Sept. 15.—It must have warmed President C. W. Brandon's heart to listen to the glowing tributes paid to the cardinal points of the Golden Rule contract by nearly two hundred agents of the Columbus Mutual Life assembled in convention at the Southern Hotel, Columbus, on September 11-13. Man after man arose to express his belief in the righteousness of the principles for which Mr. Brandon stands, viz.: direct agency contracts, participating insurance only, unrestricted territory, and non-forfeitable renewals.

In the absence of Alex B. Wintner of Cleveland, who as the largest personal producer during the past year was entitled to the honor of presiding over this year's convention, Mr. Mitcheltree, actuary of the company, called the meeting to order.

#### Pride in Columbus Mutual

Mr. Brandon, invigorated and rejuvenated by a three months' tour of Europe, was at his best in his address of welcome. His vivid impressions of the foreign countries visited, his unaffected happiness at being again on his native soil, and his pride in the growth of the Columbus Mutual and his absolute faith in its future, were expressed in his inimitable manner and invoked great applause.

Following Mr. Brandon, Prof. C. W. Wassam of the University of Iowa made a most interesting address. Prof. Wassam conducts a class in life insurance at his university. His talk was a strong argument for an appeal to human affection and sentiment in the sale of life insurance.

#### Bilheimer Proves His Ideas

The attendance at the afternoon session on Thursday was augmented by over 100 members of the Life Underwriters Association of Columbus, who had been invited to hear the address of W. E. Bilheimer of St. Louis. Mr. Bilheimer for nearly four hours held his hearers spellbound, and covered the entire field of life insurance salesmanship. With a record of over \$10,000,000 personal production behind him, his address excited the keenest interest. As an actual demonstration of the soundness of his methods, Mr. Bilheimer personally wrote over \$50,000 of insurance on the lives of his hearers. This, at Mr. Bilheimer's suggestion, was presented to President Brandon as an expression of thanks to him for having afforded life insurance agents an opportunity to work under an absolutely "square-deal" contract.

#### Many Guests at Banquet

A banquet was enjoyed by the agents and their wives and a number of invited guests, over 250 covers being laid. S. A. Hoskins, treasurer of the company, acted as toastmaster. Among the invited guests were Commissioner E. L. Savage and Actuary W. A. Robinson of the Ohio department; President William Oxley Thompson, Vice-President H. B. Arnold, Secretary George W. Steinman, Medical Directors E. J. Wilson and Frank Harnden, and Actuary C. J.

Reitz of the Midland Mutual Life; President John M. Sarver, Secretary Joseph K. Bye, Medical Director C. E. Schilling, and Actuary H. C. Fetsch of the Ohio State Life. The feature of the evening was an address by Ralph Parlette of Chicago.

During the banquet a musical program was given consisting of a piano number by Miss Florence Cartright of the home office force, and selections by the Columbus Mutual Male Quartette. After the banquet, the hall was cleared for dancing.

#### Talks by the Agents

At Friday morning's session, presided over by E. R. Kuck, the winner of the oratorical contest at the last convention, the agents again heard Dr. Parlette. Mr. Kuck delivered a well prepared address entitled "It Can Be Done." J. E. Foster read a paper on the "Steps in the Sale of Life Insurance," with blackboard illustrations, and Horace B. Tibbals followed with a talk on the "Conservation of Business."

At the afternoon session, Edwin E. Besser, Jr., presided. Mr. Besser read a paper on the "Golden Rule Contract and the General Agent." S. A. Hudson delivered a talk in which he defended the superiority of participating insurance and asserted the inequities and unfairness of non-participating. Talks by J. Dvorak, W. G. Dorff and J. E. Windsor were well received.

Chairman Besser presented to the convention Mrs. Brandon and Mrs. Hoskins, with whom rested the entertainment of the ladies present, and a rising vote of thanks was tendered them.

Adjournment was had to one of the city recreation parks to witness a ball game between a picked team of agents and the home office team. The agents and their wives were entertained during the evening by a theater party at the James theater.

#### Advocate Participating Plan

The outstanding features of the session Saturday morning were the papers by Myron Hawkins, "Why Participating Insurance Only," and by F. D. Kneisly, "Why I Chose the Columbus Mutual." In the former, Mr. Hawkins again impressed upon the convention the absolute fairness of participating insurance and opposed the non-participating plan; and Mr. Kneisly, by facts and figures, showed that the Columbus Mutual net cost was equal to the best; that in co-operation and point of service it was far ahead of any other company of which he had knowledge, while its agency contract was incomparably better than any he had ever seen.

#### Is a "50-50" Partner

Mrs. A. G. Biggins, who explained that she was a "fifty-fifty" partner with her husband, read in a most charming manner Mr. Biggins' paper, "Why I Sell Life Insurance," and received an ovation when she left the platform. A paper by C. F. Durrant, giving his experiences in selling life insurance to a man who had theretofore had the reputation of being an "impossible prospect" and talks by George J. Addella and Roger T. Mertz brought the program down to the presentation of the various trophies won during the past year. President Brandon presented the Oratorical Trophy to E. R. Kuck, who won it last year. The cup for the best paper presented was awarded to Myron Hawkins, while that for the best agency work was won by J. E. Foster.

#### September Is Reed Month

The Inter-Southern Life has designated September as Reed month in honor of the birthday of Stanley Reed, secretary and agency director. The company is working towards the \$100,000,000 paid for goal, and is planning a large agency convention to celebrate that event. Efforts are being put forth to make September the banner month in the company's history.

RIVALS THE BEAUTY OF THE SCARLET TANAGER



# This Prize Spurs Salesmen to Supreme Endeavor

*Give Classic Duofold to Policy Holders Too*

## The Over-size Pen with the 25-Year Point

NOTHING stirs ambition and puts the salesman on his mettle like a chance to win a lasting and beautiful memento of his sales prowess. And nothing you can offer at anywhere near the price will spur him on as will the Parker Duofold—the black-tipped lacquer-red Pen Classic with the 25-year point.

One agency of a nationally-known life insurance company offered Duofold to salesmen who would produce a certain amount of business in a given length of time. The manager writes, "Forty-seven per cent of them qualified and own the pens and all seem very much pleased with them. Fourteen per cent of them would have sold the amount required without any prize, the other thirty-three per cent would not. Even the men who did not qualify increased their production."

Your men will respond in a like manner if you make Duofold the incentive. Your present policy holders will appreciate this gift when it's time

to renew. Or you may make salesmen out of your present policy holders by offering Duofolds for sales leads.

### Your Men Produce the Business Before You Buy the Pens

You need not spend a cent for pens until your men have won them. Hence you can't lose. If the new business is not forthcoming, you are not one cent out of pocket.

### Mounted with Your Emblem or Insignia of Merit

Your company's emblem mounted, or the winner's or customer's name engraved on the Duofolds you award is the final touch. Only a moderate extra charge is made for this work.

### Write Today for Quantity Discounts Allowed by Parker Dealers

Use the attached coupon if you wish, enclosing reproduction of design if mounting is desired and do it today. And please give name of your dealer.

Address 21 Industrial Department  
THE PARKER PEN COMPANY • JANEVILLE, WISCONSIN

## 13 Ways to Boost Business via Duofold

### To Salesmen

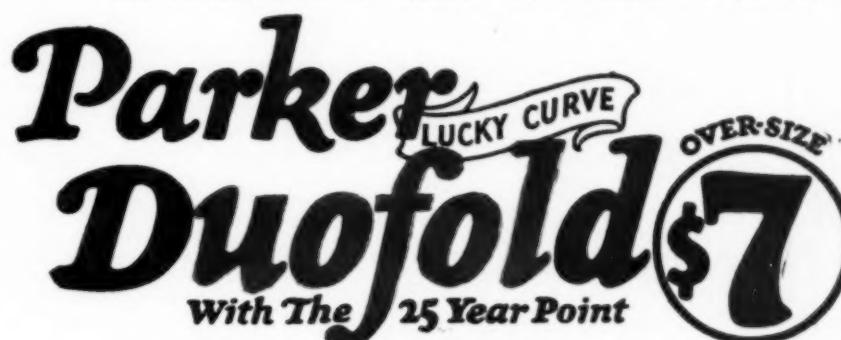
- For most new business written in specified time
- For most renewals
- For most collections
- For birthdays, Christmas presents
- For convention gifts

### To Agents

- For most new business
- For most renewals
- For smallest percentage of arrears
- For Christmas and birthday gifts

### To Policy Holders

- For good will
- For big initial payments
- For policy renewals within specified time
- For leads and prospects



Red and Black  
Color Combination  
Reg. Trade Mark  
U. S. Pat. Office

MAIL THIS

THE PARKER PEN CO.  
Industrial Dept. 21  
Janeville, Wis.

You may send us full details and quantity discounts on Parker Duofold Pens and Pencils.

Concern Name \_\_\_\_\_

Attention \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_

## WHAT INSURANCE MEN SAY:

Central States Life Insurance Company: "We put on two different contests offering Duofold Pens as prizes. Found our salesmen very eager to obtain these prizes because they all recognized the value of Duofold Pens."

Commercial Casualty Insurance Co.: "We not only have found these pens very attractive and useful to our agents and very much appreciated by them, but we have been using them in our office to a considerable extent and almost universally they are preferred to any other make."

Prominent Sup't., The Prudential Insurance Co. of America: "We are very pleased with the result [of our contest] and believe that much of the interest in the contest was due to the reputation which the Parker Pen enjoyed in this office. I would not hesitate to offer Parker Pens as prizes if we were desirous of securing an exceedingly large amount of business."

Agents for The Equitable Life Assurance Society, Missouri State Life Insurance Co., North American Life Insurance Co. and Northwestern Mutual Life Insurance Co., Milwaukee, Wis., are among those who have used Duofold with extremely gratifying results.

## New Policies

New and appealing line of policies being written.  
Rates exceptionally attractive.  
Unusual contracts to agents.  
Several splendid agencies open in Iowa.

*Write for information.*

**Louis H. Koch, President**

**NATIONAL AMERICAN LIFE INSURANCE COMPANY**  
Burlington, Iowa

## ACTUARIES

**DONALD F. CAMPBELL**  
CONSULTING ACTUARY  
160 N. La Salle St.  
Telephone State 7298  
CHICAGO, ILL.

**L. A. GLOVER & CO.**  
Consulting Actuaries  
Life Insurance Accountants  
Statisticians  
29 South La Salle Street, Chicago

**JOHNE HIGDON** (Actuaries & Examiners  
JOHN C. HIGDON 500 Gates Building  
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518-513 Home-Mansur Bldg.  
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CONSULTING ACTUARY  
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Telephone State 4992 CHICAGO

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CONSULTING ACTUARY  
Chemical Building ST. LOUIS MO.

## REGIONAL CONVENTION OF RELIANCE LIFE MEN

Eastern and Central Western Agents of Company Stage Meeting in Chicago

**W. L. WILHOITE PRESIDES**

Many Officials from Home Office Attend and Speak—Edgewater Beach Hotel Headquarters

A meeting of the agents of the eastern division of the Reliance Life of Pittsburgh was held at the Edgewater Beach Hotel in Chicago last week. It was attended by more than 100 of the company's principal producers in eastern and central western parts of the country. A similar regional convention for the company's western agents is being held at Colorado Springs, Colo., this week, and next month at White Sulphur Springs, W. Va., a regional convention for the agents located in the eastern states will be held. In the past the Reliance Life has held one big agents' gathering, but hereafter the regional convention plan will be followed.

**Home Office Officials Present**

At the Chicago gathering these home office officials were present and spoke at the various business sessions: H. G. Scott, vice-president and secretary; E. G. McCormack, general manager; Angus Allmond, superintendent of agencies (western division); W. L. Wilhoite, superintendent of agencies (eastern division); Dr. O. M. Eakins, medical director; L. P. Gregory, assistant secretary; T. J. McKenna, assistant secretary; J. H. Layton, auditor of agency accounts; Fred Summers, secretary to the vice-president. This party of home office officials has gone on to Colorado Springs for the convention there this week, and will attend the White Sulphur Springs meeting next month.

**Wilhoite Presides**

W. L. Wilhoite, superintendent of agencies of the eastern division presided at all of the business sessions. Vice-President Scott spoke briefly at the opening meeting and read a letter from President James H. Reed. During the first eight months of this year the company staged a 21st Anniversary contest in honor of Mr. Reed and it was the production made during this period that qualified those who attended the Chicago meeting. Over 62 percent of the total agency force of the company qualified for one of the three regional meetings. In his letter to the agents President Reed stated that the surplus of the company now exceeds the capital stock and will continue to do so in the future.

The first agent to give a talk was A. L. Smith of Little Rock, Ark., who has carried a rate book for the Reliance Life since 1904. Mr. Smith outlined his business getting plans. C. H. Thompson, general agent at Jackson, Miss., whose agency produced \$1,250,000 of business during eight months told something of how this figure was attained, although he was confined to the hospital during two of the busiest months. Another interesting talk was made by A. G. Gainey, the leading producer in the Thompson agency. Mr. Gainey was formerly superintendent of schools in Mississippi. Another of the leading producers in the Thompson agency, R. W. McAllister of Jackson, Miss., told how he happened to go into the life insurance business and why he was attracted to the Reliance Life.

L. H. Feder of Cleveland, O., explained how the sale of the company's

## VICE-PRESIDENT R. D. LAY GIVES EXAMPLE OF HOW TO KILL A SALE

**V**ICE-PRESIDENT Robert D. Lay, who is head of the agency department of the National Life U. S. A., in a letter to his agents points out an object lesson of poor salesmanship and shows how the sale was lost due to lack of appreciating the needs of the prospective purchaser and doing everything possible to meet his demands. Here is what Mr. Lay said:

"I have just come out of a store where I spent 20 minutes and no money. An agreeable floor-walker met me at the entrance and directed me to the counter at which I wished to make a purchase. Arriving there I found the clerk was elsewhere. One of the proprietors of the store, or perhaps he is the son of the proprietor, noticed that I was waiting, and coming over, asked me what he could do for me. I told him just exactly what I wanted, an article advertised by them in the daily papers, and he showed me five or six other things, which I didn't want, and not one that I did want. It was plainly evident that it was not his desire to wait on me, but to get my money and be rid of me."

"Just about that time the clerk returned to the department and the proprietor (?) turned me over to him. I then repeated just what I wanted, and just about the time he placed the article before me a lady came in and asked the clerk if her purse was ready. He then excused himself 'for a minute' returning in about ten minutes to tell me he would be through in 'just a minute,' following which bit of news I returned to the office to finish my day's work."

"This incident is not an exception, but seems to be the rule in most establishments—people are either too anxious to get the money to be inclined to render a service which entitles them to the money—or else they are too disinterested in their job to stay with it when something agreeable presents itself. I grant that the lady to whom I referred was attractive and all that—which is probably the explanation for my experience with the clerk. On the other hand, if he had been as interested in his business as he should be to make a success of it, he would have seen to it that somebody

else waited on the lady or that another clerk immediately looked after my wants."

"As to the proprietor (?) I cannot say more than to observe that where they have had two stores they now have one, and probably where they now have one they will have none, within a reasonable length of time. Every man in our organization at least wishes for success, if he is not downright determined to succeed. The way to success is not at all difficult—success is really a very simple matter to define and analyze. The man who is willing to pay the price in thought, effort, and stick-to-it-iveness is bound to succeed, regardless of whether or not he has great ability, because so few men, regardless of their ability, are willing to do what is necessary, although it is very clear, to achieve a worthwhile success."

"When you are in the presence of a prospect—think of him, his family, his life insurance needs, and see to it that you conscientiously represent your company and present your proposition, and the results are just as certain as the fact that night follows day. Do not be so anxious to get your commission that your anxiety becomes so evident to your prospect that he loses interest—no man becomes enthusiastic over what you have to say when he knows your objective is merely the transfer of funds in his name to your name."

"In September try the plan of making sales by honestly striving to look at your proposition from the prospect's viewpoint; determine how life insurance will be of real value to him, forgetting for a moment the value to you of the premium he is to pay. Human nature may vary but fundamentally it is all the same—you cannot fool the other fellow with any greater success than he fools you—and you know how quickly you detect the insincere person who is endeavoring to impress you with his sincerity. The real salesman is one who can make the prospect believe in his goods as he believes in them himself—therefore, you must believe what you have to offer is just as good for the prospect to own as the commission will be good for you to place in the bank."

"Perfect Protection" policy embodying in one contract both life and accident coverage. T. J. McKenna, assistant secretary, said that democracy and energy are the two chief elements of the company and the two things that give it individuality and personality. Medical Director O. M. Eakins also made a short talk as did Frank W. Bland of THE NATIONAL UNDERWRITER.

### Various Agents Speak

At the business session of the second day, short talks were made by J. P. Barden of Cleveland, O., C. P. Unverforth of Dayton, O., R. E. Griess of Akron, O., C. G. Henderson of Union City, Tenn., V. J. Adams of Cleveland, O., L. G. Stephen of Eldorado, Ark., F. M. Walsh of Detroit, Mich., and W. D. Shaw of Duluth, Minn.

### Reminiscences by Scott

At the closing business sessions Vice-President and Secretary H. G. Scott indulged in some reminiscences, telling something of the early history of the company and the trials and tribulations which beset him during the first few years of its existence. The Reliance began business operations on May 4, 1903 at which time there were in its small office only four desks and two typewriters. Mr. Scott stated that the company began to make real and noticeable progress after it put its "Perfect Protection" policy into the field. At the same time it liberalized its life contracts. Mr. Scott said that two years and eight months is the life expectancy of a man

(CONTINUED ON PAGE 15)



## Opportunity

Some one has said that "Opportunity knocks but once," but we believe in the trite saying that "With each morning's sun a new opportunity arises for the willing and able man."

We have several good opportunities for men who can qualify as General Agents in:

PENNSYLVANIA

Scranton  
Philadelphia  
Erie  
Pittsburgh  
Harrisburg

OHIO

Zanesville  
Lima  
Springfield  
Youngstown

TENNESSEE

Jackson  
Dyersburg

NEW JERSEY

Elizabeth  
Paterson  
Camden

and District Agents in:

Michigan—Texas—Iowa—Nebraska—Arkansas—Kentucky—  
West Virginia.

We offer the co-operation of a complete Home Office educational department and a full complement of standard and sub-standard policies, including Disability (2 forms) Double Indemnity, Non-Cancellable Accident & Health, three forms of Juvenile, Half rate Whole Life and monthly premium policies.

If you can prove your ability and are desirous of a change write (in confidence if your desire).

## The Ohio National Life Insurance Company

T. W. APPLEBY, President  
W. F. MACALLISTER, Agency Manager

# The Louisiana State Life Insurance Company Holds Convention Of Its \$100,000.00 Club at Galveston August 16th to 23rd



One of the largest conventions ever held by the Company was held at Galveston, Texas, the 16th to 23rd of August, where representatives of the \$100,000.00 Club were present from Alabama, Arkansas, Texas and Louisiana.

At this meeting a Quarter Million Club was organized, and all who qualify will be given a trip to Cuba in 1925.

## Story of the INTER-SOUTHERN LIFE

### OUR NEW HOTEL

There is that wonderful new hotel out there going up. A number of genteel men pass and pause there every day and comment that it will never pay; they are sorry for the owners; because it will never pay. The same men made the same comments on the last great hotel that was built in your fair city. They are always predicting and prognosticating negatively. If they had lived when the Cathedral of Rheims was built, or the Parthenon, or St. Michael, or Westminster, or Eifel Tower, or the Brooklyn Bridge, they would have acclaimed the same NEGATIVE CANVASS. Do they hurt a community? Yes, they impede progress of the

world. But watch the sentiment as it is molded in the community. There will be TEN WONDERFUL MEN. Men who are not soured; men who are busy; men who are clean, men who are energetic, men with souls that will finally fix the status of every enterprise.

#### THEY ARE ITS PATRONS

They get the best of good service, and success follows and smiles upon both the institution and its patrons. Then everybody falls in line; the compensation is adjusted. IT IS THE WORLD'S BEST PEOPLE that makes all of our empire building succeed. They have enabled our company to make its

### STATEMENT OF PROGRESS

Jan. 1	Total Admitted Assets	Insurance in Force	Reserve and Surplus to Policyholders
1911	\$ 326,506.78	\$ 3,182,597.00	\$ 271,952.37
1914	1,719,228.64	15,088,585.00	930,680.98
1916	4,506,612.89	36,260,222.00	4,396,139.55
1918	4,664,170.30	37,000,000.00	4,542,696.10
1919	4,820,779.76	37,800,000.00	4,803,670.12
1920	5,494,297.54	45,569,851.00	5,386,604.08
1921	6,143,069.31	57,901,271.00	6,045,958.52
1922	6,873,447.45	59,204,201.00	6,773,280.06
1923	7,371,274.27	62,591,398.00	7,332,928.21
1924	10,464,497.66	88,502,568.00	10,391,747.71
(Aug.)	11,100,000.00	93,500,000.00	10,620,000.00



INTER-SOUTHERN LIFE BUILDING.  
OWNED BY THE COMPANY

## INTER-SOUTHERN LIFE INSURANCE COMPANY

Eighteenth Year

JAMES R. DUFFIN, President

LOUISVILLE, KENTUCKY

IS A GOOD COMPANY

## More Than a Square Deal

There is a Spirit of Generosity in THE CLEVELAND LIFE. There is the full knowledge that the men in the field are regular fellows—real human beings, subject to all human emotions and frailties, and the spirit of generosity prevails in all transactions between Home Office and Field Force.

Agency openings in Ohio, Pennsylvania, West Virginia, Kentucky, Illinois, Indiana and Michigan present opportunities for men who are working for success to succeed in a bigger way. Write to us. In all matters you will get more than a square deal.

### THE CLEVELAND LIFE INSURANCE COMPANY

WM. H. HUNT, President

Home Offices

Cleveland, Ohio

#### POLICY LOANS CAUSE LAPSES

Have You found a way to stop this waste?  
Our plan IS saving millions for many Companies and is the result of twenty-two years of careful research and experience.

THE OTIS HANN COMPANY  
10 So. La Salle St. Chicago, Illinois

### The Security Mutual Life Insurance Company of Lincoln, Nebraska

For information regarding a General Agency in

IOWA

SOUTH DAKOTA

WYOMING

write M. A. Hyde, Assistant Secretary

A WESTERN COMPANY with WESTERN IDEALS

## MUTUAL LIFE OF ILLINOIS

HOME OFFICE

SPRINGFIELD, ILLINOIS

An Old Line Legal Reserve Life Insurance Company

A Company of Service

Service to Policy Holders

Operates under the Famous "Registration Act" which requires the reserve on every policy issued to be deposited and held in Trust by the Insurance Department of the State

Service to Agents

Service to the Public

Live Up-to-Date Policies

Ordinary Life

Limited Payment and Endowments

A few good openings for good live producers in Illinois. Correspondence Invited.

H. B. HILL, President

N. H. WALT, Vice-Pres. and Agency Director

JAS. FAIRLIE, Vice-Pres. and Actuary

DR. J. R. NEAL, Sec.

#### MUST BE AN EMPLOYER

#### CAN'T USE BLANKET POLICY

Attorney General Brundage of Illinois Hands Down Opinion on Issuing Contracts to Members

Attorney General Brundage of Illinois has made a ruling covering blanket accident and health policies that cover members of organizations that are not in the role of employers. He holds that where an organization is not an employer, it cannot insure its members under the Illinois law. His opinion to the insurance superintendent is as follows:

I have your communication requesting my opinion of that portion of Section 12 of "An act concerning and to regulate policies issued by companies, corporations, associations, societies or other insurers, doing accident and casualty insurance business, and to repeal acts or parts of acts in conflict with this act," approved June 29, 1915, which provides as follows:

"Nothing in this act, however, shall apply to or affect . . . any general or blanket policy of insurance issued . . . to any corporation, copartnership, association or individual employer . . . where the officers, members or employees or classes or departments thereof are insured for their individual benefit against specified accidental bodily injuries of sickness while exposed to the hazards of the occupation or otherwise in consideration of a premium intended to cover risks of all the persons insured under such policy."

#### Which Is an Employer?

You inquire in particular as to whether or not the words "corporation," "copartnership" or "association" are to be regarded as restricted and limited by the word "employer."

Relying permit me to call your attention to that part of Section 2 of the act above referred to, which provides as follows:

"No such policy shall be so issued or delivered . . . (2) if the policy purports to insure more than one person."

It will be observed from the language last above quoted that the issuance of blanket policies or policies covering more than one person is prohibited by this act except as provided in Section 12 in which certain exemptions are enumerated. Among those are included corporations, copartnerships, associations or individual employers. It is obvious from the term used in said section, namely, "while exposed to the hazards of the occupation," that the word employer relates back not only to individuals but also to corporations, copartnerships and associations.

#### Metropolitan Automobile Plan

You state that the Great American Casualty of Chicago issued what is called a group accident policy to the Metropolitan Automobile Service Corporation of Chicago and a certificate to each of the clients of the corporation to the effect that such clients are insured under a group accident policy. It appears that the Metropolitan Automobile Service Corporation is incorporated for pecuniary profit under the general corporation laws of this state.

The Service Corporation, according to Form 101-A, provides among other things as follows: "Free towing and first aid, accident insurance, theft protection, bail bond when arrested, tires and supplies at a discount, counsel and advice, buyers service, discount on gasoline, financial assistance, touring information, etc."

#### BIG PRODUCTION SHOWN

#### EQUITABLE OF IOWA LEADERS

Philadelphia Agency Premier Producers for August—Company Shows Great Gains for This Year

The A. D. Wallis agency of Philadelphia led all agencies of the Equitable Life of Iowa in August. Its total paid-for production was \$314,000. This agency is also leading the company in paid-for business for the year to date, having \$1,995,962 paid-for to Sept. 1.

The P. R. Wendt agency of Newark, N. J., was second in August with \$307,000 of paid-for business. The L. T. Boyd agency of Kokomo, Ind.; the B. F. Paugh agency of Dayton, O., and the M. H. Zacharias agency of Detroit, were third, fourth and fifth respectively in production.

#### New Agent Heads List

R. E. Seltzer of the Philadelphia agency, a comparatively new agent with the Equitable of Iowa, headed the list of personal producers in August with \$159,000 paid-for. Other leaders in personal production were: J. A. Mason of Newark, \$145,000; A. C. Pfaff of the Crawford & Crawford agency, Chicago, \$78,000, and S. P. Broomhall of the J. B. Moorman agency of Cincinnati, \$75,000.

The Equitable Life of Iowa is making great strides in new business this year, having secured paid-for business totaling \$42,815,480 to date. This is a gain of \$3,941,876 over the same period of last year. The total paid-for business in August amounted to \$4,689,910, which is a gain over August, 1923 of \$446,961.

#### Shows Value of Group Policy

Whether group insurance is a good thing for railroad employees may be determined from what has happened to employees of the Missouri, Kansas & Texas Railroad under a group policy placed with the Missouri State Life. The shop and car department workers of the road came under the benefits of the group policy Mar. 31, 1923, and within 18 months relatives of Katy workers received \$20,000 in settlement of 19 death claims under the group policy. Recently the policy was extended to take in employees in other departments of the railroad.

Two death claims were paid before the expiration of the first month and two more claims before the policy was two months old. Two total disability claims have also been paid to employees of the car and shop department.

and is not an employer within the sense in which the term is used in Section 12.

#### Travel Savers Society Plan

You enclose a communication from the United States National Life & Casualty of Chicago, which desires to issue a blanket policy to members of the Travel Savers Society, a corporation, covering the members of this society with a specified casualty insurance policy while said members are exposed to the hazards of pleasure or educational travel. It appears that the Travel Savers Society, a corporation, is anticipating the installation of a system designed to stimulate systematic saving. It is proposed to install the system in various banks and trust companies throughout the country where the banks allow their customers and others to open Travelers Savers Society accounts for the purpose of systematically saving money by weekly deposits with the potential object of travel.

In view of the fact that neither the Metropolitan Automobile Service Corporation nor the Travel Savers Society are seeking to insure their employees, but on the other hand, in the case of the Automobile Service Corporation to cover its patrons or clients and in that of the Travel Savers Society to cover its members or depositors, such policies do not come within the provisions of Section 12 and are prohibited by Section 2 of said act.



**95 per cent of them voted  
to contribute for life insurance**

An employer has offered to co-operate with each and every person on his payroll in obtaining a substantial amount of life insurance . . . irrespective of age . . . without medical examination . . . at a very low and attractive rate. Ninety-five per cent voted to take advantage of this opportunity.

**ÆTNA-IZE**

GROUP LIFE INSURANCE has passed the experimental stage . . . it has become a definite factor in the business world. Men and management of great railway systems, factories, department stores and offices are getting together and adopting this co-operative form of life insurance.

Many individuals are barred from obtaining ordinary insurance because of advanced age or physical disability; others have not been convinced of its benefits, or have put it off because of the cost.

The growth of Group insurance is attributable to the desire of the working man to provide through his own efforts protection for his family . . . and to the willingness of his employer to co-operate and give all the opportunity to purchase this protection on the wholesale plan at wholesale rates. Scores of

nationally known firms have arranged for all their employees to carry insurance through an Ætna Group policy. They realize satisfaction in adding to family and community happiness and fostering good will between themselves and their employees.

Group life insurance is only one of the many forms of protection issued by the Ætna Life Insurance Company and affiliated companies. Through Ætna policies you may surround your own life, your earning ability, your property and your business with the protection afforded by the resources of the strongest multiple-line insurance organization in the world.

See the Ætna representative in your community! He is a man worth knowing.

**ÆTNA LIFE INSURANCE COMPANY AND AFFILIATED COMPANIES**  
ÆTNA CASUALTY AND SURETY CO. AUTOMOBILE INSURANCE CO. OF HARTFORD, CONNECTICUT



Ætna Protection Policies . . . LIFE . . . ACCIDENT . . . HEALTH . . . GROUP LIFE . . . GROUP DISABILITY . . . AUTOMOBILE . . . COMPENSATION . . . LIABILITY  
CASUALTY . . . PLATE GLASS . . . WATER DAMAGE . . . FIRE . . . AIRPORT . . . TRANSPORTATION . . . LIABILITY BONDS . . . SURETY BONDS

# Millions of Employees —

and thousands of employers will read this Ætna national advertisement during September. It will exert a decided influence in developing new Group Life business

Ætna agents have this powerful force  
continually aiding their individual efforts  
*It certainly pays to be an Ætna-izer!*

**ÆTNA LIFE INSURANCE COMPANY**  
and affiliated companies

ÆTNA CASUALTY and SURETY CO.  
of Hartford, Connecticut

AUTOMOBILE INSURANCE CO.

# Empire Mutual Life Insurance Company of the United States

KANSAS CITY, MISSOURI

Z. E. MARVIN, Founder

## THE MUTUAL LIFE

The Mutual Life Insurance Company of New York has a record of EIGHTY YEARS of prosperous and successful business. It has passed through panics, pestilence and wars unharmed, and to-day, as a result of eight decades of endeavor, offers financial strength, reputation, magnitude, leadership, and life insurance service.

Those considering life insurance as a profession are invited to apply to

**The Mutual Life Insurance Company  
of New York**  
34 Nassau Street, New York

## CAN YOU QUALIFY

For a General Agency proposition in Missouri, Minnesota or South Dakota, with a Company which gives real service to its Agency force, and under direct Home Office connection.

### Des Moines Life and Annuity Co.

*"The Company of Co-operation"*

DES MOINES - - - - IOWA

## THE OLD LINE CEDAR RAPIDS LIFE INSURANCE CO. A GOOD WESTERN COMPANY

CEDAR  
RAPIDS

Up-To-Date Policies      Liberal Contracts      IOWA  
Iowa, South Dakota, Minnesota, Nebraska

A text book for beginners, a review book for experienced men, a book that every life insurance man should have—Jacob A. Jackson's "Easy Lessons in Life Insurance," \$1.50, including Quis Book supplement. The National Underwriter, 1362 Insurance Exchange, Chicago.

## EASTERN AGENTS MEET

### PENN MUTUAL HAD BIG RALLY

Sessions at Long Branch, N. J., Attended by About 300 Field Men From Eastern States

LONG BRANCH, N. J., Sept. 13.—The second annual eastern regional convention of the Penn Mutual Life adjourned today after a three-day sales congress attended by about 300 members of the field force from Pennsylvania, New York, New Jersey, Delaware, Maryland, West Virginia and the New England states. Attendance at the convention was limited to big producers and a few members of the home office staff.

John W. Clegg, president of the National Association of Life Underwriters, told some of the things the association was doing for the men and women in the field and urged all non-members to "get on the band wagon."

#### Law Welcomes Delegates

J. Elliott Hall, of Hall & McNamara, New York, presided at the opening session. William A. Law, president of the company, welcomed the delegates in a speech outlining briefly the company's progress during the past year, one noteworthy gain being an increase in mortgage holdings, and painted an encouraging future.

Charles I. Scott, a New York associate general agent, spoke on "The Sixth Sense" (common sense). William J. Amos, a home office agent, discussed "Business Insurance," and Supervisor Harrison S. Gill of the home office talked on "Women as Life Insurance Risks," followed by five-minute talks from Willis J. Blackwell, New York; Kenneth I. Day, Newark, N. J.; Guy R. Jenkins, Robert E. Davidson, Richard L. Miller, W. Whitely King, Roswell P. Bagley and Harry W. Slayton. A vote which was taken showed that Blackwell and Day gave the best talks of the series.

#### Good Addresses Friday

Friday's program included addresses by Frank M. Kinney, general agent, Springfield, Mass., presiding; William H. Kingsley, vice-president in charge of agencies, just back from Europe; W. Herbert Wall, "The Personal Touch in Solicitation" (an address received so enthusiastically that it brought the only rising vote of thanks given during the convention); Corinne V. Loomis, manager of the women's department in the Boston office, who discussed the handling of women's problems; Actuary J. Burnett Gibb, "Aiding the Field Force," and a symposium on "How I Write a Large Number of Cases," by C. Ivan Greenbaum of the Northwestern Pennsylvania district, and Mrs. Flora W. Smith of Rochester, N. Y., whose addresses were voted the best of the lot, and Samuel J. Frank, Nelson A. Hall, Thomas M. Scott (of Philadelphia, the company's biggest individual producer), George A. Myer, Leo D. Rothensies and Joseph G. Seidenglanz.

J. Howard Jefferies, assistant to the vice-president in charge of agencies, brought out an inspiring thought when he compared the field force to the stars of the heavens, in which it takes a large number of lights to make the beautiful

effect, rather than two or three exceptionally bright stars.

#### Banquet Friday Night

At the banquet Friday night addresses were made by President Law, President Clegg, Mr. Jefferies, Tom Daly, poet, and J. Edward Durham, toastmaster, general agent, trustee and president of the Home Office Agency Association.

F. Bowie Addison, general agent of Baltimore, Md., presided at the closing session, Saturday, when addresses were made by Dr. Harry Toulmin, vice-president and medical director, "Medical Aspects of Total Disability"; E. Paul Huttinger, home office tax expert, "New Aspects of Insurance Taxation," and a symposium on "My Selling Plan," in which honors went to Albert A. Simpler and A. I. Gaverick, both of the home office agency, the other orators being Paul C. Snyder, Alexander E. Russell, Albert Hopkins and George W. Porter.

After a general discussion of the papers, "Benediction" was delivered by the genial home office journalist and manager of the bureau of field service, Stewart Anderson.

## Prime Minister's Son Was a Recent Guest of Metropolitan Life

ALCOLM MacDONALD, son of the British prime minister, has been visiting in the United States and while in New York was the guest of Haley Fiske, president of the Metropolitan Life. When Mr. Fiske informed his guest that Broadway and all New York were open to him and he only had to name the theaters and cabarets he wished to see, Mr. MacDonald, who is 23 years old, and of a serious mind, replied that he had read something of the organization of the Metropolitan Life and its welfare work and would enjoy inspecting the system.

He made a thorough examination of the home office of the company, giving special attention to the welfare department and visited the apartment houses of the company built in Queens to rent for \$9 a room and was enthusiastic over the demonstration apartment home in which a domestic science expert gives free advice on household problems. On Tuesday Mr. MacDonald went to Bethlehem, Pa., to find out how the steel industry was organized in the United States. Haley Fiske, Jr., son of the president of the Metropolitan and active in the group insurance department of the company, accompanied him.

In Washington he is to visit the British embassy and Charles E. Hughes, secretary of state. The New York "Herald-Tribune" states that young MacDonald's visit was exactly such a one as the Prince of Wales hoped his would be and that he had seen all the interesting persons and had done the interesting things that he had wished to do without the tumultuous public demonstration which has followed the prince.

Mr. MacDonald came from Canada as English representative in the Oxford Union, which is to have a series of 77 debates with teams representing colleges in the United States and Canada.

The National United Order of Good Samaritans of Chicago, a fraternal organization by negroes, has been licensed in Illinois.

## LIFE COMPANIES' SEMI-ANNUAL FIGURES

(As Reported to the Governor of Georgia)

	Assets	Net Surplus	Income	Disb.
Acacia Mutual	\$10,209,004	\$ 842,992	\$ 2,518,721	\$ 1,286,794
Conservative Life	3,205,882	542,744	603,285	346,821
Fidelity-Mutual	58,440,874	2,726,913	6,875,408	4,622,175
Geo. Washington	3,445,176	417,612	472,562	265,294
International	24,182,316	1,169,574	3,542,988	2,505,968
Inter-Southern	10,951,917	912,851	1,698,301	1,340,872
Interstate L. & A.	422,145	202,070	477,168	452,050
Jefferson Standard	25,130,038	1,089,504	4,259,875	2,539,384
Lincoln Reserve	1,190,305	231,223	298,097	212,960
National U. S. A.	26,145,286	2,684,343	3,025,944	2,605,020
Reliance	28,761,346	2,024,681	5,953,707	3,518,126

## CONVENTION OF CLAIM ASSOCIATION IS HELD

Attendance Is Large Following Meeting of Health & Accident Conference

## CONSIDER LEGAL ASPECTS

Growth of Movement in United States and Canada Shown by Applications for Membership

### OFFICERS ELECTED

**President, John R. Bennett, United States Casualty.**

**Vice-President, Robert M. Schweitzer, Illinois Commercial Men's.**

**Secretary, W. A. Budlong, Commercial Travelers Accident.**

**Treasurer, F. Leroy Templeman, Maryland Casualty.**

**Librarian, Bayard P. Holmes, Hooper-Holmes Bureau.**

**Executive Committee, W. E. Brimstain, Federal Life, chairman; R. R. Harrold, Pacific Mutual Life; H. P. Gallaher, Mutual Life of New York; Dr. W. F. Jarvis, Fraternal Protective; L. D. Erion, Travelers Health.**

The convention of the International Claim Association at Chicago, immediately following that of the Health & Accident Conference, was a large and enthusiastic gathering. Claim men from all parts of the United States and Canada were present, most of them attending both conventions. As was pointed out by President Robert R. Harrold, the program provided for addresses by several attorneys for the purpose of

giving claim men necessary knowledge of the law. It is imperative that adjusters know the diversity of opinion existing in different states and the papers were planned to provide ready reference in this connection. These papers are to be published in handy form.

### Need Legal Knowledge

In his address President Harrold pointed out that hundreds of lawsuits arise through ignorance of claim men in denying cases which have good grounds. It was pointed out during the meeting that when a company goes to court it has one chance in four of winning its case, according to a survey of court decisions, which showed that the companies won 23 percent of their cases and lost 77 percent, and that in a large percentage of those cases which were lost a penalty was added for inconvenience caused the assured by the refusal to pay.

Rich J. Mier, vice-president of the Pacific Mutual, in an address on "The Moral Hazard of Accident and Health Underwriting," told of the development of this feature from a limited degree in the older days of the business to its present peak under the modern liberal policy, as evidenced both in applications and in claims. Mr. Mier pointed out that it is necessary to consider the withholding of past disability records and claims in other companies, and application for benefits in excess of earnings. The ordinary rule gives coverage to 75 percent of the applicant's earnings, with a limit of \$1,200 a month. The underwriter must also weigh the applicant's domestic and business difficulties, and every phase of his life that may influence the hazard. Moral hazard has reached its peak under the non-cancellable policy, and must be met by careful selection of agents and of risks. The elimination period helps to secure only those men sincerely desirous of protection.

Benjamin Loring Young, speaker of the house of representatives of Massa-

chusetts, spoke of the growing tendency towards state insurance, asking cooperation to oppose this movement. He said that every year there is an effort in Massachusetts to establish a state fund for workmen's compensation, and that in recent years there has been agitation for compulsory automobile liability insurance in a state fund.

M. P. Cornelius, vice-president of the Continental Casualty, discussed the various lines of decisions regarding accidental means, showing the variety of opinion that exists as to what constitutes an accident.

Arthur Woodward, secretary of the Connecticut General Life, spoke on "When and Why Claims Should Be Prorated." He said that great care must be taken in explaining the prorate clause to the purchaser, as very few appreciate its value because of the fact that few people realize the dangers of the work in which they are engaged.

### Discusses Misrepresentations

In an address on "Breaches of Warranty," Walter Brady, attorney of St. Louis, mentioned the various attitudes of the courts. The courts of Missouri rule that a misrepresentation shall not render the policy void unless concerning something which contributes to the contingency making a claim payable. New York and other states provide that the misstatement must be material to the risk, but the question is always one for a jury. It was formerly held that if the policy was clear, any slight misstatement precluded recovery, but if there was any doubt as to the intent of the policy, the policyholder should be given the benefit. These common law decisions are now almost universally superseded by statutes. In case of misrepresentation, knowledge by the company or the agent is usually considered grounds for estoppel.

### Test Should Be Made

Dr. Herman Bundesen, health commissioner of Chicago, spoke on "Luetic

Infection and Its Relation to Health and Accident Insurance," forcibly pointing out that Wasserman tests made on all patients in large Chicago hospitals, no matter why they are disabled, show that 8.9 percent have syphilis. Dr. Bundesen scored insurance companies for accepting applicants without making this test. Claims from policyholders thus infected continue much longer than normally, as wounds heal much more slowly. He said that it is not sound business to take this chance of one in ten on every applicant.

The following companies have applied for membership in the association during the year: Federal Casualty of Detroit, Canada Life, Massachusetts Mutual, Northwestern National, Merchants Casualty of Ontario, Great West Life, Columbia of Nebraska, Great American Casualty of Chicago, Reserve Mutual Casualty of Illinois, New World Life and Sun Life of Canada.

### Recommend Better Representation

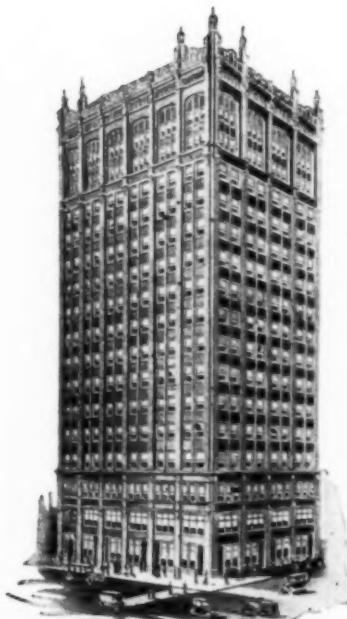
A recommended amendment to the constitution, to be voted on next year, provides that the executive committee be composed of the president, vice-president and secretary, to be elected annually, and six other members, including two from stock companies, two from mutual assessment companies, and two from fraternal associations, for a term of three years, with two going out of office each year. A motion was passed for the appointment of a committee to consider the standardization of language in policies in order to reduce the confusion and consequent large number of lawsuits.

### Entertainment Is Provided

The convention sessions were held in the mornings with afternoons devoted to recreation. There was a golf tournament for the men Thursday afternoon, and a putting contest and cards for the ladies. A tour of the boulevard and park system of the city was provided Friday afternoon and the annual banquet Friday evening.

# Back In Harness

Vacation days are about over. The call of the wild has abated somewhat. The lure of the open road is not quite so strong. Most everyone is back at work, ready for greater efforts than ever before. Now is the time to sell insurance. Conditions are much better. Money is easier. Are you going to make production for the remainder of 1924 something to be proud of, something to be talked about? You should. Agents of the Peoples Life are out to set a production record. And they are going to do it. Why? Because they have the inspiration, the policies, and a company which will give them every possible aid in putting this over. With such a line-up they cannot fail.



PEOPLE'S LIFE BUILDING

A. E. Sullivan  
State Supt. Indiana  
5866 Lowell Ave.  
Indianapolis, Indiana

**The  
PEOPLES LIFE  
INSURANCE COMPANY**

Chicago, Illinois

M. J. Higgins  
General Agent  
Chicago

Chicago  
Henry Lichtig  
State Supt. Illinois  
Room 304 People's Life Bldg.

**PUBLIC LIFE MEETING****COURT PROHIBITS ELECTION**

**Alfred Clover, Former Head of Company, Will Call for "Showdown" Next Wednesday**

A group of stockholders of the Public Life of Chicago, headed by Alfred Clover, formerly chairman of the board of directors of the company, held a special meeting at the home office of the company last Tuesday morning. Mr. Clover and his friends have for some time been voicing dissatisfaction with the present management. When M. J. St. George, who succeeded Mr. Clover, as the active head of the company, recently left for Europe, Mr. Clover and his friends commenced to line up their forces for another attack.

**Court Prevents Election**

Mr. Clover sent out the call for a special stockholders' meeting, and announced it by the use of a full page advertisement in one of the Chicago daily newspapers. The day before the meeting was scheduled to take place, the present offices of the company went into court and secured an injunction, restraining Mr. Clover's group of stockholders from interfering with or molesting the present officers and directors and enjoining them against holding the proposed meeting. "Except that said defendants, their agents, attorneys and servants may convene said meeting and adjourn same to a day to be determined at said meeting."

**Meeting Peaceful**

The meeting itself was tranquil enough. Mr. Clover presided as temporary chairman. He said that the company can make no real or lasting progress while warfare among the stockholders continues. He urged all stockholders to adopt a harmony platform, and to get behind the company in an effort to build it up and re-establish it. The attorney for the present officers said that the officials of the Public Life had gone to court not to make litigation, but to end it. He suggested that the meeting be adjourned until such time as the validity of the last annual meeting be determined. He said that the court order issued to prevent the meeting being held was secured because, had Mr. Clover's group of stockholders met and undertaken to elect new officers and a new board of directors, it could only have been more trouble in court.

**Adjourn to Meet Wednesday**

As a result of the evident desire both of Mr. Clover and the present officials to arrive at some amicable solution of the difficulty, it was mutually agreed to adjourn the meeting without taking any action until next Wednesday morning at 10 a. m., at which time it is expected that there will be some sort of test of the strength of the two opposing factions. If, however, the court should decide in the meantime that last winter's election of officers was valid and legal, the situation will be more complicated for Mr. Clover and his associates. If, on the other hand, the decision of the court, presumably to be rendered during the week, is that the last annual election of officers was not according to the law, Mr. Clover may have a chance to elect his own group.

**Indications Favor Clover**

Mr. Clover announced that of the 500,000 shares of stock outstanding, 331,921 were represented at the meeting on Tuesday, either in person or by proxy. This would indicate that Mr. Clover and his friends have the majority of the stockholders in back of them, although no actual vote has yet been taken.

**Criticisms by Williams**

A. L. Williams made some criticisms of the present management, stating that in 1923 the company secured a new pre-

(CONTINUED ON PAGE 21)

## The Pan-American Life Insurance Company Wants Four General Agents in Ohio

Offices will be opened in Cleveland, Cincinnati, Columbus and Dayton.

The men who secure these positions must be good personal producers and must know how to organize and manage an agency. They will be given valuable General Agency contracts with liberal financial support.

Pan-American service includes:

- Unexcelled Low-Cost Life Policies
- Substandard Policies for Under-Average Lives
- Child's Educational Endowment
- Group Insurance
- All Forms of Accident and Health Insurance

**Address**

**E. G. SIMMONS, Vice-President and General Manager**

## PAN-AMERICAN LIFE INSURANCE COMPANY

NEW ORLEANS, U. S. A.

**CRAWFORD H. ELLIS, President**

**Capital, \$1,000,000**

**Total Resources, \$14,000,000**

**Insurance in Force, \$125,000,000**

## DISCUSSES VALUE OF THE PRORATE CLAUSE

Provides Fair Adjustment to Both Parties in Case of Change of Risk

### KEEPS DOWN LOSS RATIO

Adjuster's Task Not Difficult When Rider Has Been Explained by Agent in Sale

At the convention of the International Claim Association in Chicago, Arthur Woodward, secretary of the Connecticut General Life, spoke on "When and Why Claims Should Be Prorated." He brought out the fact that it is to the interest of both applicant and company to apply the prorate clause of the disability insurance contract in many instances. His address in part was as follows:

"It has been recognized from the earliest days that frequent changes in occupation or duties do occur and that some provision for such a contingency must be incorporated in the contract. Substantially the same thought expressed in varying ways has been found in nearly all policies for many years. The present clause is, of course, uniform and has been carefully worded in an effort to express more clearly the rights and intentions of the companies both as to an actual change of occupation and equally as to the performance of any act or thing pertaining to an occupation classified as more hazardous than that stated in the policy."

#### Clause Is Just

"The prorate clause, I believe, commends itself to the sense of justice of the average man. If an insured is classified as a preferred risk, paying the lowest premium, and is injured after changing his occupation to one involving greater and requiring a higher premium, it is manifestly unfair that he should receive the same benefits as though he had continued in his original line of work. In the same way when a man insured in a select rate occupation, as for instance a merchant with office and counter duties only, finds it necessary to drive a delivery team and is injured while so doing, he should not expect to receive full benefits for his resulting disability. The man who occasionally steps out of his occupation to perform some more hazardous duty is more liable to injury while so engaged than is the man who is performing that duty regularly, being less familiar with the hazards.

"Another phase of the question not generally understood by the insuring public is the fact that if there were no prorate provision, or if the existing provision were to be ignored, the loss ratio of all the companies would be materially increased, which would eventually result either in a curtailment of benefits or an increase in premium. Thus the great mass of insured would suffer by reason of an unfair advantage to a comparatively small number of individuals.

#### Must Cover Greatest Hazard

"From an underwriting standpoint I am entirely in sympathy with the fundamental principle that where an applicant incurs hazards of varying degrees, the greatest hazard should govern the rate obtained, but at the same time I recognize that there may be exceptions to this general rule. There are occasional cases where the extra hazard is of so infrequent or irregular occurrence that the applicant hesitates to pay the larger premium simply to cover the exceptional point. In such cases I believe the agent can explain the nature and effect of the

prorate clause at the time of application in such a way as to impress his client with its justice, and then as a part of the contract get him to sign a regular prorate rider, one copy to be filed with the contract and one with the company. Where this precaution has been taken and all the cards laid on the table from the start, the adjuster's task should not be difficult in making the proper application of the clause when need arises.

"It is rather difficult to lay down a satisfactory rule as to when an accident claim should be prorated. The language of the policy if fairly construed will pretty clearly indicate the basis for such action. If, however, it should be construed too technically, it may defeat its purpose and result merely in dissatisfaction and loss of business.

#### Underwriter Is Responsible

"Take for instance an occupation involving hazards of different degree of which the underwriter should have knowledge though the applicant may not appreciate their effect. The applicant does not attempt to misrepresent the situation and honestly thinks he has adequately described his occupation as he understands it. If the underwriter through carelessness or ignorance approves the risk and the policy is issued, the insured has a right to consider himself covered, and in such a case it would seem unfair to prorate a claim. The mistake was the company's, in accepting the risk at the low premium without giving the insured the opportunity to purchase full protection. In such a case it seems to me the claim, if otherwise correct, should be paid in full, the situation explained to the policyholder and the insurance rewritten so as to adequately cover the full occupation in the future."

### LEWIS B. HENDERSHOT NAMED

Will Be Head of the New Educational Department of the Connecticut General

The Connecticut General has appointed Lewis B. Hendershot as head of its educational department, newly established as a branch of the agency department. Mr. Hendershot was graduated from Cornell in 1914, and was a teacher and graduate student there for three years, until he entered the service.

At the close of the war he did some special work at the Buffalo Normal School and then entered the sales field in the investment business, leaving that to go with the Connecticut General.

The activities of the new department will include the study of sources of men and methods of selection of men for agents, the training of men for field work, and the study and promotion of sales plans.

### REGIONAL CONVENTION OF RELIANCE LIFE MEN

(CONTINUED FROM PAGE 6)

totally and permanently disabled and that for this reason a company can afford to issue a comparatively liberal total and permanent disability clause without taking undue chances.

#### Accident Premiums Growing

L. P. Gregory, assistant secretary in charge of the accident and health department, said that the company would undoubtedly produce \$1,200,000 in accident premiums this year. At the end of the second day's business sessions there was a theatre party and the final day of the Chicago meeting was devoted to sight-seeing and pleasure. The agent producing the largest amount of business during the contest period of eight months was L. W. Garrett of St. Louis who wrote \$440,000 in the eight months' period and secured 402 applications. The second on the production list was A. G. Gainey of Jackson, Miss., who wrote \$410,000, and the third from the top was G. V. Cleary of Chicago, with a production of \$365,000.

# WHY

## The Columbus Mutual Life Insurance Company Prospects

First: Because it is organized and run on correct principles. Direct agency contract. Vested renewals. Unrestricted territory. Automatic promotion. Perfected endowment policies.

Second: Because the policyholders and the agents are assured of fair treatment.

Third: Because we play no favorites and give every agent an equal opportunity.

Fourth: Because it is a clean cut proposition through and through, efficiently and economically managed, making money for everyone connected with it—taking care of policyholders first—paying agents liberal commissions—paying stockholders good dividends—paying officers moderate salaries—honest to the core.

Do you want a life insurance home where you will be protected and assisted in your efforts to build an agency and a renewal income to take care of your declining years?

*We have a home for you.—Write us.*

*The Company where dreams come true.*

## The Columbus Mutual Life INSURANCE COMPANY

Columbus, Ohio

C. W. BRANDON, President

D. E. BALL, Secretary and Actuary

## Safety, Service and Stability

ATTRACT PROSPECTS AND INCREASE AGENTS' CLIENTELE

**SAFETY**—Guaranteed by careful selection of risks and investments.

**SERVICE**—Provided by an efficient and progressive organization.

**STABILITY**—Assured by conservative business policies.

Founded: 1867



Home Office:  
Des Moines

Insurance In Force Over \$350,000,000

For information concerning contracts: Address Agency Department

### Pictures Tell the Story

Cartoons will give your house organ that all necessary sparkle. Use them to put over your message or your special sales contest. Send for proof sheets.

BUSINESS CARTOON SERVICE  
36 South Dearborn Street, CHICAGO



# Commercial Life Insurance Co.

IN THE HEART OF AMERICA

Kansas City, Missouri

We are offering top-notch contracts to men that are willing to build with a growing Company.

Our policy contracts are second to none.

If interested in some good Missouri territory, write us.

## OFFICERS

F. H. UEHLING, President

WILMER LYONS, Secretary-Treasurer

DR. C. E. TOLLE, Medical Director

W. K. BRAMWELL, Vice-President

Insurance in force after twenty months—  
over two million.

**305 Reliance Building**  
Kansas City, Missouri

## Over 1½ Million Policies Now In Force



Only four other life insurance companies in America have more policy contracts in force than this company. The following figures show its remarkable growth in the last ten years:

	Jan. 1, 1914	Jan. 1, 1924
Assets.....	\$ 7,804,230	\$ 40,113,271
Policies in Force...	503,302	1,552,803
Insurance in Force	73,455,636	351,149,583

Attractive opportunities open to competent agents in Ohio, Indiana, Kentucky, West Virginia, Pennsylvania, Michigan, Illinois, Missouri.

**The Western and Southern Life Insurance Co.**  
W. J. WILLIAMS, President

CINCINNATI, OHIO

## A Company with Friends Everywhere

The agent who is selling insurance in this Company, which for seventy-three years has been rendering unexcelled service, does not work alone. Wherever he may be, he finds enthusiastic friends ready to help him by testifying that there is no better company in the land than the old Massachusetts Mutual. Its enviable record for service and the low net cost of the protection furnished make a combination that assures success to any real worker in the field.

JOSEPH C. BEHAN, Superintendent of Agencies

# MASSACHUSETTS MUTUAL LIFE INSURANCE COMPANY

OF SPRINGFIELD, MASSACHUSETTS  
INCORPORATED IN 1851

## RIGHT SELLING BEST CONSERVATION PLAN

Problem of Lapses Is Discussed  
at Conference of Aetna Life's  
Managers

TOPIC OF J. B. SLIMMON

Assistant Secretary of Company Shows  
Lapses Mean Loss to Insured,  
Agent and Company

The problem of lapses and methods for conservation of business were discussed at the Aetna Life managers' conference last week by J. B. Slimmon, assistant secretary of the company. He said:

"The past few months we have been conducting an investigation of costs of new and old business which has not yet been completed. We have carefully analyzed the business of the company and have visited personally several of the largest and most successful companies in order to discuss this matter with them in their own offices where their figures and records were available. It is needless to say to you that during the next few years tremendous drives will be made by many of the leading companies toward reduction in the cost of procuring and maintaining business. It is our purpose to make considerable saving upon the figures of the past, ever mindful that money saved through the introduction of one or two new features may be expended in many of the new plans being constantly introduced into the insurance world which tend to increase new business and reduce the rate of lapse.

### Loss to Policyholder, Agent, Company

"It is an extremely important problem since a large lapse ratio is an unwarranted expense to policyholder, agent and to the company in at least four cases out of five. Monetary loss to the policyholder, either through ignorance of the benefits of life insurance or through misinterpretation of his policy contract, is often the worst form of negative advertising which tends to tear down priceless good-will acquired and reestablished only after years of effort and expense.

"For the agent, it destroys the investment of his time which he has made to build up his renewal account and it is surprising that many regard it with such little concern. For some agents, it is the equivalent of a reduction of 1 or 2 percent in his renewals, which is 20 to 40 percent of his 5 percent share. And yet, if you were to cut down his renewals to a 3 or 4 percent basis, he would be immediately discontented.

"For the company, beside the loss involved by the waste of money expended to put the business on the books, there are many who believe that a heavy lapse rate results in an unfavorable selection against the company which counteracts to a material extent the benefits derived from careful medical selection. Here again the policyholder and agent are interested, since it is another check on reduced rates.

### Compared to Germ Disease

"Lapses may be compared to a germ disease which breaks out under normal circumstances only in spots where conditions are unhealthy and becomes epidemic when resistant influences are at their weakest. We must become well informed as to the causes and increase our efforts to strengthen resistant influences. We shall always have a certain number of lapses which can be called a 'normal lapse rate,' but we want to concentrate on the excess over the normal

due to preventable causes and circumstances which can be controlled.

"Many who have studied the problem during the last ten years from a statistical standpoint have shown that there were a surprisingly large number of companies which, over a period of ten years, have lost through preventable terminations about half of the new business placed on their books. In other words, a company in this position could have done half the volume of new business and had the same amount of business in force at the end of the ten-year period. It is apparent as to which course is the more desirable from the standpoint of expense and the resultant opportunity to benefit its policyholders.

### Blame Hurried Sale, Hurried Delivery

"Statistics on lapses show almost invariably that the collection of the second premium is the most difficult and many times this can be traced to a hurried sale or a hurried delivery or both.

"The delivery of the policy is a part of the sale. This does not mean that the agent should resell the policy, though we all must admit this sometimes happens when the closing was done before the prospect was understandingly sold or is the type who wavers. When the agent has the actual policy in hand for delivery, he has an excellent opportunity in a large majority of times again to explain the provisions of the particular policy as they fit his prospect's insurance needs. It is a recognized principle in psychology that repetition of a statement makes a lasting impression and whether done by letter or verbally, the time of delivery presents an opportunity to satisfy him that the policy is what he wants, that the agent understands his needs as they exist at the time and that he can meet a change in the insured's affairs more capably than anyone else.

### Carry Insured Through First Year

"I realize that delivery must often be made quickly or is done with dispatch in order to avoid loss of business through impatience or a change of mind on the part of the insured, but a letter or a verbal affirmation of sales points will tend to carry the insured through the first year fully sold and ready to meet the all-important second premium payment.

"At the time of delivery, policy plans for additional insurance may be discussed either immediately or the strength of the recent medical examination to strengthen his desire to create an insurance program which may have been outlined at the sales interview. This is the time, when he is satisfied with the policy he has just received, to give him a broader conception of what life insurance is and what it can be made to do if properly administered. Make him realize that his immediate needs have been satisfied through the purchase of the particular plan you have recommended and stress the importance of the various settlement options (too often neglected) and their adaptability to his future affairs.

### Program of Life Protection

"The settlement and a program of life insurance protection are interesting to every man to whom you can say: "What occupations have you chosen for your widow? If she is to enter business, are you sending her to business school? If she is to be a nurse, are you sending her through her hospital training? If she is to be a boarding house keeper, are you living in a boarding house so she can see how it is done? If, however, you have chosen that your wife shall manage your house and take care of you and your children, you should make arrangements to see that she is paid. Be sure the wage is adequate and all contingencies are covered or else your widow may enter upon an untrained career with your obligations to meet, both during the time of your training and when she starts to earn moderate wages. The smallest wages you owe your wife are premiums for an adequate amount of life insurance so that your widow may continue the mode of living for which you have trained her."

## Life Underwriter Finds Use of Strategy an Aid

STRATEGY is one of the essentials in the meeting of objections and the life underwriter might well apply himself to a study of strategy and its relation to all transactions, not merely those of a military nature. The word naturally brings to mind such events as the fall of Troy, but the strategy that was used in that case is not the variety that will be of particular value to the life underwriter, for in the case of the wooden horse of Troy, there was more than strategy, there was trickery and deception. Strategy in its proper sense means more nearly diplomacy.

### Unusual Case Cited

A case was recently cited of an automobile accident, in which two drivers could not avoid collision and the sides of both cars were considerably damaged. The driver of one immediately undertook to berate the other and started with the cry, "It was entirely your fault—what are you going to do about it?" To the surprise of the excited and irate driver, the other, who was a prominent merchant in the city, merely said in a quiet voice, "Now you and I are not in a fit condition to settle this matter at the present time. We are both excited. We will reach no decision as we now feel. Here's my card. Can we not arrange for a conference tomorrow morning, when we will both have cooled off?" This was such a surprising "come-back" and so unexpected that the irate driver could do nothing but agree to the conference. The following morning, at the conference, the diplomatic merchant opened the interview with a pleasant greeting and handshake and began to talk of some mutual acquaintances, before taking up the discussion of the accident. Finally, when it came around to the matter of the accident, the erstwhile irate driver said, "Well I guess we were both equally to blame and if you are satisfied to take care of the damage to your car, I will be glad to take care of mine."

### Strategy in Objections

That was strategy. The life underwriter might well take a lesson from that. Of course circumstances are not exactly parallel, but every time an objection is raised in a sales approach, the life underwriter who attempts to down that objection by force is in the position of the man attempting to overcome an irate individual by equally antagonistic and argumentative words. The diplomatic life underwriter would follow the line of the merchant in this case and would gently guide his prospect around his objections without his actually knowing it. All objection cannot be met in an argumentative or combative way, for that merely irritates the prospect. An objection must be replaced by another thought. An objection is a thought and one that is unfavorable to the agent. The only way an unfavorable thought can be eliminated is by the replacing with a favorable thought. This requires strategy. Also, as the term strategy would imply, it requires preparation. Military strategy brings to mind hours of preparation and study over maps and miscellaneous information. The life underwriter could similarly work to advantage by giving much time to the preparation of his work, so that any objections that would arise at any time could be met, not by overcoming them, but by going around them.

### Announce Representatives

Announcement has been made by the Association of Life Insurance Presidents that its official representatives at the 19th annual meeting of the American Life Convention at New Orleans, October 15 to 17, will be a committee of three with Fred A. Howland, president National Life of Vermont, chairman; George L. Williams, vice-president Union Central, and Thomas J. Tyne, vice-president and counsel National Life and Accident of Nashville, Tennessee.

Each Month the Agents of This Company Write Its Advertisements

## Hugh S. Jeffrey Wrote This Ad:



HUGH S. JEFFREY

The author of this advertisement has been connected with this Company for over twelve years and holds a record among agents and general agents that any insurance man might envy. He has belonged to the Company's Consecutive Weekly Production Club since its beginning and has always listed first in honors among all other clubs of the Peoples Life. Work and Service have been his watchwords and have been the twins of his working program that has brought to him outstanding success in his chosen profession. Hugh Jeffrey has the vision of and the belief in the human side of Life Insurance which in a great measure accounts for his loyalty to his Company and his policyholders.

### REAL HUMAN SERVICE

No greater trait of character has any man than that of unselfishness. It is the determining factor that has advanced mankind from the primitive stage of savagery, through the stages of barbarism up to the present high stage of humanism.

It takes a strong character to appreciate beauty in nature; a stronger character to appreciate beauty in the fine arts; and the strongest character to appreciate beauty in the lives and deeds of other men.

The men who carry life insurance, as well as the men who sell it, are truly unselfish. They appreciate beauty in the lives and deeds of others, and are the factor bringing about the brotherhood of man and the fatherhood of God.

The Peoples Life Insurance Company of Indiana is one of the prominent institutions helping to extend this great humanistic movement. Their service, both policyholder and agent, is second to none.

If you are interested in selling insurance and thereby doing your part in helping to render this greatest of human service write the

## PEOPLES LIFE INSURANCE COMPANY

"The Friendly Company"

### FRANKFORT

### INDIANA

General Agency Openings In the Following Cities:

#### OHIO

Akron  
Alliance  
Cincinnati  
Lima

#### INDIANA

Terre Haute  
Vincennes  
Gary  
Hammond

TENNESSEE  
Knoxville  
Chattanooga  
Nashville

#### ILLINOIS

Peoria  
Rockford  
Springfield  
Danville

IOWA  
Des Moines  
Davenport  
Cedar Rapids  
Council Bluffs

#### MICHIGAN

Battle Creek  
Grand Rapids  
Kalamazoo  
Detroit

ARKANSAS  
Little Rock  
Fort Smith  
Helena  
Batesville

TEXAS  
Amarillo  
Lubbock  
Paris  
Waco

## SOME VALUABLE POINTS IN THE SECURING AND TRAINING OF AGENTS

By M. A. BOYLE

**H**OT SPRINGS, VA., Sept. 13.—Three sessions of the Aetna Life managers conference held here this week were devoted to a discussion of plans to secure and develop agents. The proceedings were followed with the closest attention and the discussions indicated the importance of the subject to the development of the selling units.

Manager S. T. Whatley, of Chicago led the subject of "Securing Agents." It was his opinion that the securing of agents was too often a catch-as-catch-can affair. At the same time, he felt that many of the best producers were discovered by luck, if it can be called luck when the manager measures every man he meets in terms of becoming a possible "Aetna-izer." It is the leader's function to expose himself continuously to possible agents. Furthermore it is his duty and privilege to take capable men out of the tread-mill of every day routine jobs.

### Agents Develop Agents

Perhaps the greatest asset in securing new agents is the agency force already working. Most of the agents now in the business were discovered and developed by other agents, the manager being called upon only to make out the contract. The members of the agency force can do far more to sell a new agent not only the company, but the manager as well, if he is given a chance to discuss the subject with the more experienced and successful solicitors of the staff. That this mutual confidence does not exist in every agency is a regrettable fact for the agency head loses a most valuable help in his problems. Mr. Whatley felt that it was the fault of the general agent if he were not able

to get this cooperation. He said, too, that, while it was impossible to tell where prospective agents came from, still the woods were full of them.

### Must Be Sold on the Business

Dwelling on the necessity for being sold on the business oneself, Mr. Whatley stated emphatically that: "If you feel you can advise your own son to enter the life insurance business, you can advise another man's son." To hire the agent is one thing, but to hire them so that they will endure the hard

S. M. Carson of Atlanta, Ga., at the recent Aetna Life managers conference defined the part time agent as "Being no different from a full time agent except that he takes all the general agent's time."

period is quite another. Every precaution must be made to have the new men get a true prospect of the business, but their development must be accompanied by a struggle, as that brings out true strength. After commenting on the various types of men who had been successful and failures, and on the advantages of the profession, Mr. Whatley said that his best source of prospective agents was through a school which his agency ran one night a week. All men who have not been in the agency for one year are required to attend. All other agents, their friends and all men who are interested, in considering the question of becoming insurance solicitors are invited. This has proved to be a wonderful feeder of new workers. When a man decides to join his force, Mr. Whatley arranges to meet the man's

wife, and will not sign the agent until he feels that she is as thoroughly sold as he (the prospective agent) is. This condition has a most important relation to his success. The insurance business is built around the home.

### I. J. Muma of Los Angeles

Manager I. J. Muma of Los Angeles told of his experiences in getting the new agents established and in keeping them satisfied until they have built up something of a substantial clientele of policyholders. It is the practice of his agency to get the new men started by offering accident and health policies, and he has found that this class of business will support an agent. Solicitation of accident insurance gives the new man many contacts and the sales are direct leads to life business. In some cases, it is possible to build up life insurance programs for prospects which can be submitted at the time the policy is delivered, where the subject of life insurance has not been brought up. And then there will be a certain number of cases that the accident man will run across where the prospect will deliberately inquire about life insurance.

### J. M. Woodhouse of Boston

One of the Boston representatives, J. M. Woodhouse, believes that it is necessary to secure and assure every possible cooperation for the new agents, and to "keep 30 days ahead of them in anticipating discouragements." As an instance of the way in which his agency met this requirement, he told how six of his agents had closed over a half million of business during the usual slump in business this past summer through circular letters sent out by the managers. He expressed the belief that the managers must help the agents all the time—not only at the time they were starting out.

### E. H. L. Gregory of San Francisco

E. H. L. Gregory, Manager at San Francisco, secured his agents from (1) among men of his own selection; (2)

among men of his agents' selection; (3) casualty agents; and (4) advertisements. He has found that he can create a friendly rivalry among his own agents to secure new ones which is most helpful. At one time, he paid a bonus to agents who secured others, but the results of this plan were most unsatisfactory.

A specimen advertisement was an inquiry for an attorney, familiar with property laws and experienced in drawing wills between the ages of 30 and 40. He received 20 replies to this "ad" and, upon interviewing them, developed the relationship between life insurance and inheritance taxation. As a result, he obtained two really first class agents. In talking with new agents, he invariably sells them the Aetna Life and his own agency. He then calls to their attention the capital investment necessary in other lines of business to secure the same return as may be expected by an average insurance salesman. The closing of the contract is entirely in the hands of the prospective agent for, if there is any uncertainty on his part after having had the whole matter laid before him impartially, Mr. Gregory's experience has been that the agent's courage will fail before he is thoroughly established.

### P. W. Simpson of Indianapolis

P. W. Simpson, Manager at Indianapolis, and president of the life underwriters association there, has long since adopted the policy of devoting his time to the securing and training of agents. Personal production he avoids very largely, knowing that in the long run, his policy will be the successful one. New names on the agency roll are a tonic to the organization. He studies the possible agents in every territory he desires to develop, taking plenty of time to get acquainted with the men and those who know them. This method saves a great deal of future time and averts frequent disappointment. Having found his man after exhaustive search, he endeavors to treat every agent as nearly according to the golden rule as

# A National Institution Should Have

### IOWA BRANCH MANAGERS AND GENERAL AGENTS

**Hoff Bros. Flying Squadron**  
407 Hippie Bldg.  
Des Moines, Iowa

**Chas. D. Hellen, City Mgr.**  
526 Liberty Bldg.  
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Leon, Iowa

**Abraham Block**  
222 Sunderland Bldg.  
Omaha, Nebraska

**W. C. Johnson**  
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**Lange's Insurance Agency**  
902 Federal Bank Bldg.  
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**Drake & Tait**  
409 First National Bank Bldg.  
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**Wallace E. French**  
First National Bank Bldg.  
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**A. H. Avery**  
Spencer, Iowa

**C. H. Thomas**  
Seymour, Iowa

**C. H. Mattox**  
I. O. O. F. Temple  
Ames, Iowa

**Chas. H. Gelo**  
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**Dan Rogers**  
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Waterloo, Iowa

**B. Frank Shane**  
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**H. M. Culbertson**  
Panora, Iowa

**S. C. Culbertson**  
Jefferson, Ia

**Stirlen & Funn**  
Muscatine, Ia

**C. H. Kellogg**  
Charles City, Ia

**W. J. Kness**  
Audubon, Ia

**Alfred Morris**  
Sioux City, Ia

**Clarke & Gage**  
Eagle Grove, Ia

# ROYAL UNION LIFE INS

**Paid to Policyholders . . . . . Over \$ 16,000,000.00**  
**Insurance in Force . . . . . Over \$115,000,000.00**

**Des Moines,**

possible as these tactics he has found to be the foundation stone of agency success. In looking for agents, he makes it plain that the Aetna Life is seeking a man who can fulfill certain high qualifications, thus taking the matter out of his own hands, at least to the extent that he, as the agency builder, is looking for a salesman.

#### G. H. Campbell of Little Rock

G. H. Campbell, of Little Rock, Ark., who, with Mr. Hart, built up the largest life agency in that state, boosts his own agency in every conceivable manner by advertising every accomplishment of the agency and its representatives. The result is that, in his own community, every man who considers going into the business thinks first of his agency. Not only is the agency well established in the public mind, but he has taken care that all the business people know the reputation his agency bears. Then, when a man inquires about becoming an agent, he suggests that he ask his business and banking friends for advice on the matter, well knowing in advance what their opinion will be of the dominating position of his agency in the field of life underwriting.

#### Training of Agents

The succeeding session was devoted to the question of "Training Agents," the discussion being led by Hugh D. Hart who was recently appointed joint manager of the Aetna Life at New York, his co-manager being G. A. Eubank from Detroit. Mr. Hart analyzed the problem in a studious manner so far as its general aspects are concerned and his own experience has gone. His conception of training agents is to give them the facts which enable complete understanding of the business, but to accompany the facts with inspiration to lead them to the belief that they can carry through their own sales. "Inspiration plus facts equals action." Too often the agency leader sets forth a vast fund of knowledge which leaves the prospective salesman cold, though he may be greatly im-

pressed with the greatness of the leader. This situation is fatal to the agent's success for he immediately begins to wonder if he can ever attain to such a high pedestal, with the consequent diminishing of his courage. On the other hand, the real objective is to transplant a combination of facts and inspiration which will enable him to duplicate the work of the general agent.

#### Five Sales Steps

The initial training at least must contain five sales steps: (1) to make the agent sell himself to the manager; (2) to sell self to the new agent; (3) to sell the vocation to the agent; (4) to sell the Aetna; and (5) to sell the agent to himself.

In selling the Aetna Life to an agent, Mr. Hart does this so completely that he will never be happy anywhere else. He then goes on to bring out the pitfalls, the opportunities and the qualities required—three elements essential to the choice of a life profession. After having covered these points, and he shall have found the agent still determined to sell life insurance, he feels safe in continuing the training.

#### Agency Leaders Are Educators

J. H. Baird, manager at Seattle, expressed his opinion, based on his observation, that the most successful agency leaders are essentially educators. The distance any man can go in the underwriting of human lives is altogether dependent on the knowledge of the business he shall have acquired and the ability he has to work, work, work. His agents are chosen from among married men and widows because they only have a true conception of the functions of life insurance. In the teaching, he chooses one who has had experience at that sort of work and can know what to expect in the way of results from the teaching. He has found, too, that a certain amount of cooperation between experienced men and beginners is very helpful.

The agent's problems in the smaller

cities are entirely different from those in the metropolitan communities. These small town agents are seldom specialists. Indeed, it is infrequent that they are creative in their selling. The training of agents in these small towns was the topic of G. R. Churchell of Syracuse, N. Y. He has found that they do not sell on needs or any other constructive basis, but, unless carefully started, slip into the groove of order taking. In order to combat this, it has been the policy of his agency to give the new men a solid basis of the fundamentals, and then to keep in close touch with them, helping them sell, arranging district sales conferences, recommending inspirational insurance literature and otherwise bringing to his mind the vision that all successful writers must have.

#### Training of Rural Agents

The Peoria Ill. Agency, under the leadership of Assistant Manager F. D. Crawshaw has evolved a complete training for rural agents. It is necessary to either bring the agent to the agency or to bring the agency to the agent, according to the circumstances. In either case, a system is followed that has worked well. One of the features of the plan is that the agency circularizes lists of people who reside in the neighborhood of the new agent. The replies are turned over to the agent with suggestions for the sales tactics to be employed. If this does not result in a satisfactory manner, the agency sends an experienced man to canvass the prospects to show the new man how to go about the task and to give him renewed confidence.

#### Training Part Time Agents

S. M. Carson, of Atlanta, discussed the training of part time agents. He created a great deal of amusement when he defined the part time agent as "being no different from a full time agent except that he takes all of the general agent's time." While decrying the fact that it too often happened that part time men secured contracts so as to write specific cases, or wrote incidental policies that

should have been given to full time men, he felt that there was a certain place for this class of agent and that he should be given proper encouragement, especially if the part time man promised to become a full time solicitor, but deferred this step because of financial or other equally sufficient reasons. In fact, this object is the only one which should permit a manager to make a part time contract. The only exception to this is the case of an agent in such a small community that there are not enough prospects to keep him continually at it. He further emphasized the belief that the part time man must have the same high ideals as every man who made life insurance selling his vocation.

#### Education of Brokers

The subject of education of brokers was discussed by Charles Jenney of Boston. Many of these men are already agents for other companies, so that the work with them is that of constantly keeping the company's name before them and to make personal contact as often as possible. There are many brokers, however, who can use and will appreciate selling assistance, which should always be forthcoming. The essential in following up this source of business is the creation of an understanding based on complete confidence.

K. A. Luther, agency secretary, concluded this phase of the conference with the statement that the Aetna Life was face to face with the problem of agency building, and that the golden rule and square deal policies were the factors which would enable the unselfish to reap the rewards for the work of construction which must ensue.

#### Griffin M. Lovelace Speaks

Griffin M. Lovelace, known throughout the country as the author of many books on life insurance and life insurance selling, and one of the leading educators in the insurance world, who is the director of the life insurance training course at New York University

(CONTINUED ON PAGE 32)

# Have Prestige in Its Home State

A successful business institution operating in twenty states of the Union should carry the endorsement of its home people. The citizens of Iowa have stamped their approval upon this aggressive company. Over \$42,500,000 of the Royal Union's business—which is in excess of one-third its total business in force—is upon the lives of Iowa men and women. Approximately \$1,000,000 of this amount was secured in June by our splendid Iowa agency organization.

# INSURANCE COMPANY

Moline, Iowa

A. C. Tucker, President

Wm. Koch, Vice President

D. C. Costello, Secretary

## THE NATIONAL UNDERWRITER

LIFE INSURANCE EDITION

Published every Thursday by THE NATIONAL UNDERWRITER COMPANY, Chicago, Cincinnati and New York. EDWARD J. WOHLGEMUTH, President; JOHN F. WOHLGEMUTH, Secretary; H. E. WRIGHT and NORA VINCENT PAUL, Vice-Presidents; WILLIAM A. SCANLON, Southwestern Manager; FRANK. W. BLAND, GEORGE C. ROEDING and O. E. SCHWARTZ, Associate Managers.

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Subscription Price, \$3.00 a year; in Canada, \$4.00 a year. Single copies 15 cents  
In combination with the National Underwriter (Fire and Casualty) \$3.50 a year; Canada \$7.50

### Growth of Group Insurance

GROUP insurance has now taken its place permanently in the life insurance world. It is the latest development in the so-called classes of life insurance. In a recent address by Vice-President WILLIAM J. GRAHAM of the EQUITABLE of New York he places the beginning of group insurance in 1912 when the EQUITABLE started a group insurance department and wrote the first large group. Some contracts had been written prior to that time to cover lives collectively and two small groups had been written by the EQUITABLE in 1911.

Group insurance, therefore, is very modern. The first large group in 1912 covered 3,000 employees. There was a total volume of \$13,000,000 group insurance business at the close of that year. At the close of 1922, the last figures available, there was \$1,852,593,553 in force. There has been a rapid growth in the volume of group business with the exception of 1921. This was the year of harsh deflation and at the end of that year there was less group insurance in force than at the end of 1920.

The great bulk of this group business, as Mr. GRAHAM points out, has been written by six life companies, although there are probably 20 or more that are writing group business to some extent in this country. Doubtless there is in force today \$2,000,000,000 covering about 2,000,000 employees and probably 10,000 employers. The group insurance plan, therefore, has leaped to the fore and has become a real factor in life insurance.

Some life insurance men seem to resent group insurance as an unwarranted intrusion on their private preserves. Mr. GRAHAM rather brushes away this attitude by saying that the group policy covers people that seemingly are largely left out of the life insurance agent's field of activities, because these workers can not be solicited successfully during working hours. He regards group life insurance as a supplementary form of activity by which people working in mass units and suffering many consequential disadvantages, such for example as losing the services of a life agent, are by group insurance covered in mass units by the action of the employer. As is known it is very difficult and in most cases impossible to solicit wage earners during working hours.

Mr. GRAHAM gives some interesting statistics to show how group insurance really functions. He stated that for instance the group claims of one company were examined for the 10 months ending Nov. 1, last year. During this time

2,641 claims were paid averaging \$1,258 in amount. In 996 of the cases or about 44 percent of the total, the deceased employee left no other life insurance at all, not even an industrial policy. This seems to bear out, therefore, Mr. GRAHAM's statement that many wage earners would have had no life insurance were it not for the group policy. It may be surprising to learn that even among the groups covering banks and commercial houses, brokers, and so on, the proportion of uninsured remains about the same. The ratio seems to apply to all grades of wage and salary service.

Mr. GRAHAM, therefore, unhesitatingly makes the statement that 40 percent of the wage and salary workers in this country are carrying no insurance. This perhaps may be made an incentive for the regular life insurance agent selling ordinary or industrial policies to speed up. At least a large number of employees make prospects for standard policies.

Mr. GRAHAM brings out one interesting feature of group insurance which is a secondary service. The group policy offers the employer an opportunity to discharge a moral obligation in time of death. It shows his employees that he has a heart and has their welfare in mind, but it has served, as Mr. GRAHAM states, to point out and emphasize the duty of the employer to the employee along the line of working conditions. Group insurance is an important factor in what might be termed the social service end of employment. Other factors are helpful in safe working conditions, mannerly employment contact with job seekers as well as workers, employee representation in some degree, humane and considerate supervision, reducing or relieving monotony, supporting thrift, making for relief from unemployment, old age and other disabilities.

The lapse ratio of ordinary insurance has been high. This has been particularly true since the deflation period following the war. Mr. GRAHAM points out the fact that the lapse ratio in group insurance when once put in force has been very low. There was a 3 percent reduction in volume in 1921 over the peak load of 1920. In 1922 this slight loss had been regained to show a volume increase of 11 percent over the 1920 peak. Mr. GRAHAM points out the fact that over this same two-year period in which group insurance gained 11 percent over its 1920 volume, workmen's compensation insurance premiums fell off about 25 percent.

### PERSONAL GLIMPSES OF LIFE UNDERWRITERS

H. J. Kirks, agency organizer for the New York Life at Richmond, Va., is Richmond's newest member of the Hole-in-One Club. Playing over the Hermitage Golf Course last week, he negotiated the 165-yard 18th hole in one shot. It was only recently that he began playing the game. He was drawn into it when Thad C. Bell, inspector of agencies for the New York Life in southeastern territory, decided to forego the pastime on advice of his doctor and turned over to Mr. Kirks his golfing paraphernalia. Mr. Kirks took to the sport from the very start and now gives promise of developing into one of the leading players of Richmond. Another life insurance man of Richmond who holds membership in the Hole-in-One Club is H. E. Lambeth, cashier in the Prudential office in that city.

Guy W. Cox, vice-president of the John Hancock Mutual Life, and a brother of Governor Channing H. Cox of Massachusetts, has been elected to the board of directors of the company and to membership on the finance committee.

The first name to be engraved upon the beautiful new Sawyer golf championship trophy cup of the Oshkosh Country Club, Oshkosh, Wis., will be that of M. A. Carroll, associate general agent there for the Northwestern Mutual Life. The honor will be bestowed in recognition of the insurance man's feat in again capturing the championship title of the club in a 36-hole tournament.

A challenge cup contest, run by the Connecticut General for the past five months, closed Sept. 11, with S. B. Lindsey of Buffalo the winner. The contest was on an allotment basis, with the agencies at Cincinnati, Springfield (Mass.), Cleveland, Buffalo, Rochester, and Baltimore entered.

Up to the last month Cleveland, under the leadership of General Agent J. A. Coffman, looked like a winner, but Buffalo sprang a surprise at the end with a closing spurt from 91.3 percent of its allotment to 176.2 percent. Cleveland ended with 118.6 percent and Baltimore was third with 99.3 percent.

The prize cup, awarded in eight contests, spread over as many years, was promised permanently to the agency which should win it three times. The Buffalo agency has met this requirement, having won in 1919, 1920 and 1924, and now becomes permanent owner of the cup.

Burton H. Saxton, president of the Conservative Life of Sioux City, has been in Des Moines for the past two weeks where his wife underwent a very serious surgical operation. She was desperately ill after the operation for more than a week, but is now believed to be on the road to recovery.

Senator George Wharton Pepper of Pennsylvania, who is general counsel for the Penn Mutual Life, will be one of the speakers at the American Bankers Association convention Sept. 29-Oct. 2. He will speak on "Banks and the Government." Senator Pepper will be remembered for his splendid address before the Life Presidents Association two years ago.

Announcement has been made at the home office of the Northwestern Mutual Life of the retirement of Joseph R. Dyer, veteran assistant counsel of the company, effective Oct. 1. After ten years of private law practice at Racine, Wis., Mr. Dyer was appointed assistant counsel of the Northwestern 30 years ago, and has served continuously in that capacity ever since. He is a son of Charles E. Dyer, who resigned from the federal district judgeship to become general counsel of the company. Mr. Dyer declares that he has done inside

work for so long that he will spend a large part of his remaining years in outdoor recreation.

C. Frederik Solberg, for the past several years affiliated with the Milwaukee office of the New York Life, and prior to that a figure of prominence in Danish-American circles, died at his home in Milwaukee, Sunday. Mr. Solberg was born in Christiania, Denmark, in 1832, and received his education at King's academy at Copenhagen. He came to America at the age of 18 and settled in Pennsylvania, later going west to Minnesota. There he eventually became assistant secretary of state. He went to Milwaukee some 40 years ago in the capacity of Danish consul, later taking up insurance work. Throughout his long life he was highly active, and prominent in public life. During the civil war he served as a war correspondent, and at other periods of his life was editor of Danish newspapers in America.

Harry Clay Coffeen, one of the best known agents of the Northwestern Mutual Life in Chicago, was drowned in Lake Michigan off Waverly Beach, near Valparaiso, Ind., Sunday, when the canoe in which he was paddling overturned. Mr. Coffeen was in the canoe with his daughter. They were on their way from the Prairie Club, near Tremont, Ind., to Waverly Beach.

During his college days in the University of Illinois, Mr. Coffeen was captain of the track team and also played football. He was a member of the class of '98. He taught engineering at the University of Illinois, later at the University of Pennsylvania and at Armour Institute in Chicago.

He went with the Northwestern Mutual in 1911. Mr. Coffeen was president of the General Alumni Association of the University of Illinois. In 1922 he was the Democratic nominee for trustee of the state university.

Mr. Coffeen took an active part in the Chicago Life Underwriters' Association and was an official of the old Chicago Field Men's Club.

The Penn Mutual Life pays tribute to McWilliam & Hyde, the new general agents at New York City with Charles I. Scott, associate general agent. The resignation of I. W. Brill of Brill & Scott brought forward E. G. McWilliam and Ben Hyde, who were appointed general agents. Mr. McWilliam formerly was a banker holding positions in New York and Los Angeles. He was secretary of the savings bank section of the American Bankers' Association, president of the American Institute of Banking, vice-president of the Guaranty Safe Deposit Company. He went to the Brill & Scott general agency three years ago and for two years has been sales manager.

Mr. Hyde was in the retail business in Newton, N. C. for two years. He returned to his native place, New York City, in 1914 to become associated with the C. T. Silver Motor Company, first as clerk, then assistant sales manager and finally secretary. He resigned this position in 1918 to join Brill & Scott's office. He has charge of the office management. Mr. Scott, the associate general agent, was one of the founders of the Brill & Scott agency.

At the convention of the agents of the eastern division of the Reliance Life, held in Chicago last week, H. G. Scott, vice-president and secretary, told how the company selected its name. He said that the organizers were considering a number of names, the one most favored by the majority being "The Advance Life Insurance Company." This name was not wholly suitable to all, however. At the time that the question of a name was being seriously pondered, Thomas Lipton, the

(CONTINUED ON PAGE 20)

## CONVENTION WAS HELD

## NATIONAL GUARDIAN MEETING

President George A. Boissard Was Given a Royal Welcome From His Trip Beyond the Sea

The decision to issue at least \$1,000,000 of new business between Sept. 10 and Oct. 10, in honor of the homecoming of President G. A. Boissard was perhaps the most striking feature of the annual convention of the agents of National Guardian Life, held at Madison, Wis.

President Boissard has been sojourning in Europe since last May, enjoying his first real vacation in 14 years. It was with the idea of giving him a royal welcome that the agency force decided to make every effort to very nearly double the average production during the month preceding their president's return.

The suggestion came at the close of an unusually inspiring half day's work by W. E. Bilheimer, of St. Louis, who was one of the main convention speakers. Mr. Bilheimer had held the attention of the entire gathering for the best part of the day, closing his efforts with the actual sale to National Guardian agents in attendance of about \$200,000 of new business.

## Many Were Present

More than 100 of the leading producers of National Guardian Life attended the various business and pleasure sessions covering the two days' period. In addition to the agents themselves, there were in the neighborhood of 50 ladies, for whom a splendid program of entertainment had been arranged under the direction of the Misses A. Regan, assistant secretary of the company; Tim Hogan, cashier, and Maude Slightam, of the filing department.

The first day's sessions were given over to members of the home office and the field force. Of greatest interest to the agents were some of the statistics presented by Richard Boissard, company actuary, who dwelt at some length on persistency ratios, term conversions, and agency development. Figures under these three headings as applied to the individual agents present were on hand, and were discussed with the various men at the close of this session.

## Lapse Letters

The theory and practice of follow-up letters from the home office regarding lapses, past due business, etc., was ably discussed by the Misses A. Regan and T. Hogan, assistant secretary and cashier, respectively. Perhaps the greatest benefit of this session was that it cleared up in the minds of the agents present the reason for what they had been prone to consider as merely unnecessary aggravations in many cases.

The opening address by Agency Secretary W. J. Wandrey, in addition to the official welcome to the visiting agents, included canvassing material and some statistics aimed to overcome any diffidence which may have existed in the minds of some of those present regarding presenting the wares of one of the newer and smaller companies to their prospects.

## Three Subjects Discussed

"Developing New Territory," "Methods of City Solicitation," and "Methods of County Solicitation," were the three headings under which the purely agents' session was developed.

Melvin Emerson of Spring Valley, Wis., led the discussion of the first subject, telling of his own experiences in bringing his agency from the quarter million to the million and a half class in three years. Other members contributed much from their own experiences along similar lines.

George J. Sennett of Janesville, Wis., took charge of the discussion of "Methods of City Solicitation," and was aided in developing the subject by R. M. Vet-



Entrance to the New Home of The Lincoln National Life

**Splendid Agency Opportunities**

**NOW  
Open in**

**Ames, Iowa**  
**Winston-Salem, N. C.**  
**Norfolk, Neb.**  
**Madison, Wis.**  
**Warren, Pa.**  
**Bloomington, Ill.**  
**Trenton, N. J.**  
**Parkersburg, W. Va.**  
**Waco, Texas**  
**Cincinnati, Ohio**  
**Knoxville, Tenn.**  
**Pueblo, Colo.**  
**LaFayette, Ind.**  
**Bakersfield, Cal.**  
**Muskogee, Okla.**  
**Pendleton, Oregon**  
**Spokane, Wash.**  
**Albuquerque, N. M.**  
**Tucson, Arizona**  
**Three Rivers, Mich.**  
**Ogden, Utah**  
**Livingston, Mont.**  
**St. Louis, Mo.**  
**Breckenridge, Minn.**

## Built for Speed

The construction of the lumbering plow horse gives the lithe thoroughbred every advantage in a speed test.

Speed is built into the Lincoln National Life organization to aid the loyal-to-the-finish spirit of its Home Office employees.

Each clerk in the Department of Issue is trained to handle just one detail in connection with the application or policy. Like the system employed in a great automobile assembling plant, the application moves from desk to desk with every point accurately checked and the contract completed in record time.

When no additional information is necessary for the case the policy is issued on the same day the application comes into the Home Office if it arrives before the late afternoon mail.

The fact that the Lincoln National Life Department of Issue is equipped and arranged and organized for the purpose of shooting the policies right back to the agent before the prospect gets cold is a distinct help to all salesmen who

LINK UP WITH THE LINCOLN



## The Lincoln National Life Insurance Company

"Its Name Indicates Its Character"

Lincoln Life Building

Fort Wayne, Ind.

Now More Than \$325,000,000 In Force

## "Pennmutualism"

At the top of PENN MUTUALISM, one of our three monthly Agency publications, is this definition of that unusual word:

*"The Superlative Degree of Service—Helpfulness that is Unselfish—Performance Beyond Obligation."*

It describes life insurance at its best, and is therefore, as it ought to be, a Company ideal and is not "advertising bunk." It is a vital force in the work of this great and vigorous Company, energizing and inspiring Home Office and Field alike.

We have places for men and women who are animated by its spirit.

**The Penn Mutual  
Life Insurance Company  
Philadelphia, Pa.**

Organized 1847

## **The GLOBE MUTUAL LIFE INSURANCE COMPANY OF CHICAGO, ILL.**

### **PROGRESS OF THE GLOBE**

*Results for 1923*

GAIN IN INSURANCE IN FORCE.....	83 per cent
GAIN IN INTEREST.....	31 per cent
GAIN IN INCOME.....	26 per cent
GAIN IN ASSETS.....	23 per cent
AVERAGE GAIN IN ALL ITEMS.....	41 per cent

*This is away above the average of all Life Insurance Companies in the United States combined. It is a record we are very proud of and it shows how our policyholders appreciate the great service The Globe gives.*

#### **CLAIMS PAID BY RADIO--TELEGRAPH--SPECIAL DELIVERY**

**T. E. BARRY, President, General Manager and Founder**

THE Company with the personal contract offers excellent openings to clear-thinking, red-blooded agents who like to cooperate with the home office and who will in turn be given every possible aid in their development.

*Write or wire for further information*

#### **SAN JACINTO LIFE INS. CO.**

**Beaumont, Texas**

**H. M. HARGROVE, President**

INDIANA OHIO ILLINOIS IOWA MICHIGAN

## **THE LA FAYETTE LIFE**

**LA FAYETTE, INDIANA**

### **MUTUAL LEGAL RESERVE**

AGENCY CONTRACTS CONTAIN BENEFICIARY PROVISIONS

KANSAS KENTUCKY MISSOURI NEBRASKA

**National Underwriter want ads are result getters**

ter and F. A. Van Sant of the home office agency at Madison, and other city agents. Distribution of an agent's time, cold canvass, prospecting methods, and office systems all came in for their share of this discussion.

#### **New Men Speak**

W. P. Marx of Cashton, Wis., a comparatively new member of the field force, was in charge of the last subject. His own experiences in writing a considerable volume of business in his first six months in the insurance field furnished considerable food for thought for those present. Leo Schoepf, of Ladysmith, told of his experiences as a new man, working for a new company, in a very new territory.

Archie V. Hurst of Eau Claire, one of the company's oldest agents and for some years its premier personal producer and agency developer, was in charge of the entire agents' session and contributed largely to each subject as it came up for discussion.

The entire second day of the convention was given over to the inspirational talks of W. E. Bilheimer.

#### **PERSONAL SIDE OF THE BUSINESS**

*(CONTINUED FROM PAGE 18)*

famous English yachtsman, came to America with one of his fast sailing boats and engaged in a race with an American skipper. The newspapers gave considerable attention to the event and finally chronicled the story of the winning of the race by the "Reliance," the American yacht. One of the organizers of the company then said: "A Reliance has just won. We have a company that is going to win too. Let's make it another Reliance." The idea

appealed to all, and thus the company got its name a little more than 21 years ago.

**Thomas Henry Stephenson**, organizer of the Southland Life, died at his home in Dallas, Tex., Sept. 13. The funeral was held Monday.

**George Brown** of Detroit, chairman of the publicity committee of the Michigan Association of Insurance Agents and member of the Detroit Life Underwriters' Association, was defeated in the primaries at Detroit, Tuesday of last week, as a candidate for legislature. He was a candidate on the Republican ticket and stood 22nd in the list of a field of 68, there being 11 chosen.

A fight was made on Mr. Brown by the reciprocal and mutual fire interests. Joseph C. Armstrong of the Detroit office of the Fidelity & Casualty got second position in the race. William R. Farrand, another local agent, won tenth in the contest.

**Raymond E. Markle**, for the past five years assistant comptroller of the Travelers, died Tuesday following an operation at the Hartford hospital. Mr. Markle was born in Northampton, Mass., July, 1890. After working a short time for the Fisk Tire & Rubber Co. of Chicopee Falls, Mass., and the United Button Co. of Northampton, he entered the employ of the Travelers in April, 1910, after a course in the home office training school he was appointed cashier of the company's Binghamton office. A year later he was promoted to be cashier of the Newark branch and in 1912 was made traveling auditor. In January, 1918, he went to the home office and was detailed to assist the comptroller in general direction of branch office affairs. In June of that year he was made assistant auditor in the absence of the auditor, who was in federal service.

#### **LIFE AGENCY CHANGES**

##### **MARTIN GOES TO NEW YORK**

**Cleveland Manager of Travelers to Open New Branch in Metropolis—Other Changes Made**

CLEVELAND, O., Sept. 16.—George A. Martin, for seven years manager of the life and accident departments of the Travelers in this city and northern Ohio, will go to New York about Oct. 1 to establish a direct company branch such as are in operation at all other important points in the country.

The location of the new office will be near the great financial and wholesale districts, somewhere about Broadway and 14th street, where the opportunities are greatest for large volume. Mr. Martin will build his agency from the bottom. His assistants will come from the ranks and are to be of his own choosing. President Butler and Assistant Agency Director A. J. Frith have had this step in mind for a long time and a few weeks ago Mr. and Mrs. Martin spent some time in Hartford while he went over the situation.

Mr. Martin is originally an easterner, both he and his wife having been reared in Maine. In his early connection with the company, which has covered a period of fourteen years, he was cashier of the office at Springfield, Mass. Coming here at the close of that connection, he was for a time connected with the Cleveland branch as special agent with A. J. Frith, then manager. After a time he was advanced to assistant manager and placed in charge of the Toledo office, then a part of Mr. Frith's field. When Mr. Frith went to the home office seven years ago, Mr. Martin was made manager of the Cleveland branch. In the seven years he has built the business from \$2,750,000 during his first year to something over \$12,000,000, or at that rate so far this year.

R. N. Haines, manager of the St. Louis branch, has been named to suc-

ceed Mr. Martin here, while Charles L. Byars, who has occupied a similar post at Toledo, will become St. Louis manager. He will be succeeded at Toledo by E. J. Evans, who has been assistant manager at that point for some time.

##### **Ray P. Cox**

Ray P. Cox has been appointed manager of the western territory for the Minnesota Mutual Life. Mr. Cox was formerly agency manager of the Montana Life, and is familiar with the territory and with the managerial duties. He first entered life insurance about ten years ago in a general agency at Poplar, Mont., which was being conducted by O. J. Lacy, now vice-president of the Minnesota Mutual. Mr. Cox was very soon placed in charge of the northeastern Montana district and from there moved to Billings, Mont., as general agent, where he also acted as state manager for several months. Later when Mr. Lacy became agency manager for the Shenandoah Life, Mr. Cox went with that company as agency supervisor. Shortly after that he was appointed superintendent of agents for the Cotton States Life at Memphis, where in one year he increased the company's new business 60 per cent. He was then called to the Montana Life as agency manager in 1923. He now takes charge of the Minnesota Mutual's western field.

##### **Harry J. Engels**

Harry J. Engels has been appointed general agent for the Minnesota Mutual Life at Fort Dodge, Ia. Mr. Engels has been with the Mutual Trust of Chicago for several years and has lived in Fort Dodge for 14 years.

##### **J. D. Loudon**

The Western Life of Iowa announce the appointment of J. D. Loudon as state manager for Kansas, with head-

quarters at 217 Capitol Building Loan building, Topeka. Mr. Loudon has been connected with Western Life of Iowa for the past three years. Previous to connection with Western Life he was cashier of Clarinda National Bank at Clarinda, Ia.

This makes the second state entered by Western Life in 1924. Nebraska having recently been entered with branch offices at Lincoln.

#### Fred W. Allen

Fred W. Allen, who went to Sioux City, Ia., from Cedar Rapids three years ago, as district agent of the Aetna Life, has been appointed general agent for the Minnesota Mutual in northwest Iowa and northeast Nebraska, with headquarters in Sioux City.

#### T. Henry Kellogg

T. Henry Kellogg of Kellogg & Wallace, the Connecticut General's managers at New Haven, Conn., has resigned. Mr. Kellogg had been with the company since 1912, serving first as soliciting agent under J. C. Gorton, later as general agent at South Norwalk, Conn. He became manager at New Haven in 1917 and in 1923 formed a partnership with J. B. Wallace, Jr. Mr. Kellogg leaves the company to engage in another business.

Beginning this month O. S. Spencer will be associated with Mr. Wallace as manager at New Haven in the partnership of Wallace & Spencer. Mr. Spencer has been successful as a soliciting agent at New Haven since 1921.

#### A. F. McLane

A. F. McLane has taken over the general agency of the Continental Life of St. Louis for the state of North Dakota with headquarters in Minot. Mr. McLane, who has been a resident of Minot for the past 20 years, has been approximately that entire time actively engaged in writing life insurance. For the past five years he represented the Merchants Life of Des Moines, and proved a valuable asset in building up that company's large business in the northwest.

#### H. B. Coleman

H. B. Coleman, well known Columbus, O., insurance agent, has joined the Continental Life of St. Louis as general agent in Columbus.

#### I. H. Hoffman

Irving H. Hoffman, of Los Angeles, has been appointed general agent of the Ohio State Life, which received its license to do business in California last week.

#### William T. Rees

The Ohio State Life, which early in the year was admitted to Pennsylvania, has opened an office in Pittsburgh, the first in western Pennsylvania, with William T. Rees as general agent. Mr. Rees for ten years was chief clerk to the commissioners of Allegheny county. He was a major in the 28th division A. E. F., overseas. With him will be Rudolph Kraus of Wilkinsburg.

#### H. Clyde Nelson

H. Clyde Nelson has been appointed general agent for the Merchants Life of Iowa in eastern Washington. He is an insurance man of considerable experience.

#### W. D. Clark

W. D. Clark, formerly secretary of the Canada Life at Cincinnati, has been appointed secretary at Detroit to take charge of both the Detroit and eastern Michigan branches. He will commence his new duties Oct. 1. The Canada Life recently divided its Michigan territory into three separate branches, western Michigan, eastern Michigan and Detroit.

#### Martin F. Duffy

Martin F. Duffy has been appointed general agent at Pottsville, Pa., by the

Penn Mutual Life to succeed his father, who died recently at the age of 71 years after 32 years of faithful service for the company.

#### George Washington Life Changes

The George Washington Life, announces the appointment of J. Edward Still, an experienced organizer, as general agent at Anderson, S. C. Mr. Still's territory embraces the so-called northwestern section of South Carolina. He has already appointed A. Eugene Davis, Hartsville, S. C.; R. E. Nelson, Lester E. Gary, R. E. Brock, all of Anderson, S. C. and W. E. Adair of Greenwood, S. C., as district agents. Mr. Still reports direct to the home office.

Wilfred M. Kerwin has been appointed general agent at Huntington, W. Va. Mr. Kerwin has had considerable experience as a life underwriter.

#### W. D. Shaw

William D. Shaw has been appointed manager for northern Minnesota for the Reliance Life of Pittsburgh, with headquarters at Duluth. He has been with the Reliance for the past nine years. He will have office quarters with Ralph J. Davis, general agent at Duluth.

#### J. A. McFadyen

The Sun Life of Canada, which recently entered the state of Washington, has opened a divisional branch office at 408 Central Building, Seattle. J. A. McFadyen, who has been associated with the company for many years, has been appointed manager of the Washington branch. A. V. Forty is resident secretary. Mr. McFadyen has been connected with the British Columbia branch, latterly as inspector for the province, for the past 14 years.

The Pacific Coast organization of the company has now been completed. Offices were established in San Francisco and Los Angeles, Cal., and Portland, Ore., some time ago.

#### Life Agency Notes

W. L. Read has become district agent for the North American Life of Chicago at Huntington, Ind.

C. W. Fletcher has been appointed district agent of the North American Life of Chicago at Huntington, W. Va.

Calvin Stants, who has been an agent of the Pan-American Life at Terre Haute, Ind., has been appointed general agent at that point.

George L. Powell of the Guardian Life of New York at Davenport, Ia., has been appointed assistant manager. He started for the Guardian in September, 1921.

C. L. Mariner has been appointed district manager at Long Beach of the home office agency of the Pacific Mutual Life. Mr. Mariner was formerly a member of the B. F. Shapiro agency of the Equitable Life at Oakland, and is a million-dollar producer.

#### PUBLIC LIFE MEETING IS A TRANQUIL AFFAIR (CONTINUED FROM PAGE 12)

mium, approximately \$80,000, but last year only \$21,000. He also complained that the management has rented the second floor of the company's home office building at 1400 West Washington street to an automobile concern. Those who sent out the call for the special stockholders' meeting, in addition to Mr. Clover, and who are associated with Mr. Clover in the present controversy of A. L. Williams, Ralph A. Wylie, M. B. Boggess, J. B. Cunningham and James Hagedorn. Fred H. Welsch is the president of the company.

#### Write Endowment Fund

One hundred thousand dollars of a \$350,000 endowment fund for the support of the arbitration work of the Chamber of Commerce of the state of New York has been written by the Equitable Life in the name of Charles L. Bernheimer, chairman of the chamber's commercial arbitration committee. The fund accrues at the end of ten years or upon prior death of insured. As trustees of the Community Trust, the Title Guarantee & Trust Company will have custody of these funds.

## TEXAS AGENCIES OPEN

### RESOURCES Over One Million Dollars

### OUTSTANDING INSURANCE Over Twelve Million Dollars

For Particulars Write

## The Western National Life Insurance Company

Box 2131  
Denver, Colorado

Note: During the 12 years we have been in business we have never contested a death claim nor have we ever lost a dollar on any investment. No past due interest December 31st, 1923.

## H. A. HOPF & COMPANY MANAGEMENT ENGINEERS

*Specializing in Advisory Work for  
Insurance Companies*

Organization      Equipment      Standardization  
Methods      Personnel      Modern Office Planning

Main Office—40 Rector St., New York  
Western Office—327 S. La Salle St., Chicago

This is No. 10 of a series of advertisements appearing in *The National Underwriter*. Watch for succeeding ones setting forth Michigan Mutual opportunities.



Michigan Mutual Life Building

## Vision

The period that immediately followed the Civil War was one of terrorizing trials and anxieties. People realized the increased need of quick systemic relief for widows and orphans when their supporters were taken by death.

Such were the conditions in 1867 when a few of the far-sighted men of Detroit organized Michigan's first life insurance company, the Michigan Mutual. They saw clearly that quicker service could be rendered to Michigan people in times of calamity and distress.

More than half a century has passed; the splendid vision that first saw the possibilities of service to humanity has ever endured, and the tiny company has grown into an institution rendering to over 55,000 policyholders better and greater service as the years roll on.

Do you wonder that the Michigan Mutual and its agents are proud of that early vision?

## Michigan Mutual Life Ins. Co.

J. J. MOONEY, President  
GEO. B. MCGILL, Supt. of Agencies

A. F. MOORE, Secretary

Madison Ave. at John R. Street, Detroit

### The Child's 20-Pay Life Optional Endowment Policy

of the

## Great Republic Life Insurance Company of California

Protects both the child and its parents and includes waiver of premium in event of permanent total disability of the father, who is the beneficiary. Agents are enthusiastic over its wonderful selling features. If you are interested, write for copy of "Making Dreams of Your Children's Future Come True," and our attractive proposition to agents.

J. R. RAILEY, Manager  
Southwestern Department  
401-2 Mercantile Bank Bldg.  
Dallas, Texas

E. L. BLACK, State Manager  
P. O. Box 299,  
Newport, Arkansas

W. H. SAVAGE, Vice President  
Los Angeles, California

## EASTERN STATES ACTIVITIES

### BALDWIN ATTENDED MEETING

#### District of Columbia Insurance Commissioner Spoke at the Combined Convention of the Mutual Life

Thomas M. Baldwin, District of Columbia insurance commissioner, proved himself to be a regular fellow by playing a full nine innings of a baseball game between the sales force of the Mutual Life of Northern Virginia and that of the District of Columbia. D. W. Ritenour was captain of the Northern Virginia team, and Hyman N. Levy, captain of the D. C. team.

The commissioner, being a Virginian, played on the Northern Virginia team, and, though the game was won by the District of Columbia team, it was by a close score of 14 to 13, furnishing plenty of thrill. The insurance commissioner had the honor of making the only home run, in the accomplishment of which he proved himself to be an excellent sprinter.

The game was umpired by a fan no less enthusiastic than the insurance commissioner, Thomas P. Morgan, former agency supervisor of the Mutual Life of New York, now retired.

After the game, the business session of the convention was opened by Commissioner Baldwin, who congratulated the management upon its inauguration of the Morgan Life Insurance Fundamentals & Salesmanship School as a permanent part of the agency in the training of new agents, and for the improvement of the experienced salesmen. He was particularly impressed with the fact that every new salesman must graduate from the school before he can sell for the Mutual Life in this territory. His main topic was the new District of Columbia code, which seems to be a pet hobby with him.

### STUDENTS TO HEAR HUEBNER

#### Plans for School of Life Underwriting to Be Conducted at Baltimore Practically Complete

BALTIMORE, MD., Sept. 17.—Dr. S. S. Huebner, professor of insurance of the Wharton School, University of Pennsylvania, will address members of the Baltimore Life Underwriters' Association, the student body of the School of Life Underwriters, and prospective students, at the meeting of the association Nov. 13, which precedes the opening on Nov. 17 of the life underwriting school conducted under the association's auspices at Central Y. M. C. A.

Plans for the school, of which L. G. Spalding is dean, are virtually complete. Mr. Spalding and E. J. Clark are at work upon a list of 16 special lectures by national authorities and outstanding local men, whose lectures will supplement those of the regular course delivered by William P. Stedman and J. Bruce Thompson.

The subjects to be covered by Mr. Stedman at the Monday lectures on the general topic, "Life Insurance Fundamentals" (theory for practical use), are as follows: General Needs for Life Insurance; Specific Needs for Life Insurance; Using Life Insurance to Supply Specific Needs; The Life Insurance Yard-Stick; What the Life Insurance Estate Accomplishes; Methods for Drawing the "Picture" of a Prospect; Study of Typical Programs; Guaranteeing an Education; Saving a Widow; Retirement Incomes; Business Insurance in Its Various Forms; Premiums—How the Premium Is Made; Analysis of Policy Contracts; Advantages and Disadvantages of Each Kind; Instalment Settlements; Income Policies; Fiduciary Contracts and Insurance Trusts; The Reserve—Its Use; The Surplus—Its Importance; Annuities; Analyzing a Com-

pany's Annual Statement; Dividends—How Derived.

Mr. Thompson's subject is "Life Insurance Salesmanship," and he will lecture on the following topics: Profession of Life Underwriting; Prospecting Preparation; Selection of Prospects; Methods of Prospecting—Endless Chain, Cold Canvass, Centers of Influence, Personal Observation; Planning an Approach; Making the Approach; Technique of Approach; Planning the Presentation; Making the Methods of Appeal; Various Selling Plans; Significance of Objections; Nature and Form of Objections; Methods of Handling Objections; Preparing to Close; Technique of Closing; Act of Closing, Stimulating and Completing the Close; Service to Policyholders.

The school will be in session for 16 weeks. The closing session will be March 16.

### Opens New York Office

The Western Union Life of Spokane has opened its eastern division office at 50 East 42nd street, New York City, and will begin active work at once. Ralph K. Hubbard, vice president, is in charge of this division. Mr. Hubbard was formerly with Alfred M. Best & Co. of New York, publishers of "Best Life Insurance Reports" as vice president and manager of the life department.

### International Enters Maryland

The International Life of St. Louis has been licensed in Maryland. S. Lee Weinberg is general agent with headquarters in Baltimore.

## MISSISSIPPI VALLEY

### FIRE EXAMINATIONS OFFERED

#### Kansas City Companies Propose Health Survey of Policyholders as Observance of Defense Day

KANSAS CITY, MO., Sept. 16.—In keeping with the observation of National Defense Day, the four old line life companies of Kansas City, the Kansas City Life, Business Men's Assurance, Midland Life and National Fidelity Life, have arranged to furnish complete medical examinations free to their policyholders this month. In advertising this service to their policyholders, the company quotes Secretary of War Weeks as follows:

"We have discovered that abnormal and subnormal defects can be cured in most cases through annual tests and corrective treatments. The national government not only has extended the service of army officers many years, but has obtained many more days of service each year than otherwise would be received. We believe it possible for our citizens as a whole to increase their vitality by similar methods."

The companies suggest that this be set aside as a time for a general health survey so that each individual can perform his duty toward upbuilding the vitality of the present and future generations of America.

### Salesmanship School Starts

The eleventh class of the School of Salesmanship of the Business Men's Assurance will begin its two-weeks, session this week. About 25 men and women have registered for the school, coming from half a dozen states. The officers, directors, and department heads of the company will deliver lectures, and one or two "outsiders" will be heard on special topics. One talk that was made at each session last year, to be repeated, is on the topic "Increasing Your Selling Power Through Proper



—and, if you can qualify, it will be the biggest step forward in your entire career.

We want you to take charge of our general agency at Peoria, Illinois; to cash in on the immense opportunity which this rapidly growing, prosperous city presents. It will take a big man to swing it. You must be a producer with a real record; an organizer of men and a good mixer. Your social position must be high, your accumulated assets at least \$25,000 and your earning capacity from \$12,000 to \$25,000 per year.

If you can meet these requirements, you get this unusual opportunity and our whole-hearted co-operation. You will receive a contract direct with the home office, a liberal first year commission, a renewal commission, a collection fee, an office allowance and a business-development allowance.

This, with one of the dominant old line life insurance companies, whose ratio of assets to liabilities is greater than that of any other large company in the same field, and whose percentage of rejections is one of the lowest.

Write us today; see if you can qualify.

Address K-30, c/o the National Underwriter.

NOTE: We also have an unusually attractive, special contract for good salesmen whose experience is limited.

## DIRECTORY OF LIFE INSURANCE

### ILLINOIS

**WYMAN & PALMER**  
General Agents for Illinois  
BERKSHIRE LIFE INS. CO.  
of Pittsfield, Mass.  
105 So. La Salle  
CHICAGO, ILLINOIS

### HOME LIFE INSURANCE CO

New York

**ETHELBERT IDE LOW, President**

The 64th Annual Report shows:  
Premiums received during the  
year 1923 ..... \$ 7,884,858  
Payments to Policyholders and their Beneficiaries in  
Death Claims, Endowments, Dividends, etc. ..... 5,871,544  
Increase in Assets ..... 2,081,597  
Actual Mortality 56% of the  
amount expected.  
Insurance in Force ..... 247,373,218  
Admitted Assets ..... 45,855,222

FOR AGENCY APPLY TO  
**W. A. R. BRUEHL & SONS**  
General Managers  
Central and Southern Ohio and  
Northern Kentucky  
Rooms 601-606 The Fourth Nat. Bank  
Building  
CINCINNATI, OHIO  
HOYT W. GALE  
General Manager for Northern Ohio  
225-233 Leader-News Building  
CLEVELAND, OHIO

**8C** a week is the cost of The  
National Underwriter by  
annual subscription.

Reading," by Ben S. Brown, manager of the Kansas City News Service.

### Cantrall Is Host

D. E. Cantrall, general agent at Springfield, Ill., for the Northwestern Mutual Life, was host to the Illinois general agents of the company outside the Chicago area at a dinner in the Country Club. The guests included H. A. Clark, Princeton; E. J. Kohl, East St. Louis; James J. McCowan, Aurora and R. O. Becker, Peoria.

### Beard Agency Leads

The Beard Insurance Agency of Chicago, general agents for the Pan-American Life, led the entire field for the month of August with a production of \$554,000 in paid-for life insurance business. Robert H. Beard was the third largest personal producer with paid-for life insurance applications totaling \$119,000.

R. C. Traver of this agency led the entire field with the largest amount of personal accident and health business for the month.

### Union National Gets Certificate

The Union National Life of Kansas City, Kan., has been given a certificate of authority to write business in Kansas by Superintendent Baker. This is the latest of the stock-with-policy companies to be organized in Kansas and Mr. Baker refused to issue a certificate for it to begin business. He contended that the sale of stock with policies was illegal and likely to result in misrepresentation in the sale of insurance and

that the graded policies the company proposed to issue were illegal. The company brought a suit in the district court and secured a writ of mandamus to compel the department to issue the certificate. The case has been appealed to the supreme court and in issuing the certificate the department inserted a provision showing that it was issued in obedience to an order of the court. The appeal is to be heard in November.

### Milwaukee Agency's Increase

The Clifford L. McMillen & Associates home agency of the Northwestern Mutual Life at Milwaukee shows a net gain of 22 percent for the first eight months of this year, as compared with the corresponding period of last year. August business was not so good, and served to bring down the average, but September started off with a bang. Present indications are that the increase for the year will be even greater than for the first eight months.

### Northern States Life Outing

Business and pleasure were agreeably mixed during the week's outing at the Alpine Resort near Sturgeon Bay, Wis., enjoyed by 35 "top-notcher" agents of the Northern States Life, of Hammond, Ind., who attended as the guests of their company, in recognition of their good work during the past year. While the outing was primarily a complimentary vacation for the agents, who represented all parts of the company's territory, there were several short instructive sessions held under the auspices of the company officials.

## IN THE SOUTH AND SOUTHWEST

### ALLEGED TWIST CASE HEARD

Charges Against W. S. Drewry at Richmond, Va., Came Before Life Underwriters Executive Committee

The executive committee of the Richmond Association of Life Underwriters, of which John C. Goode of the State Mutual Life is chairman, conducted an inquiry last week into several angles of a case pending before Commissioner Button in which A. O. Swink, Virginia manager for the Atlantic Life, charges that W. S. Drewry, general agent for the Connecticut General, permitted a five-year policy for \$50,000 issued by the Atlantic Life to Howard P. Baker, of Baker-Royer Company, road engineers and contractors, of Richmond, to be twisted in June, 1924, to the Connecticut General after it had been running for a year. The hearing was held for the purpose of determining whether any one connected with the case had been guilty of unethical practices.

### Several Witnesses Examined

In addition to Mr. Swink and Mr. Drewry, several other agents interested were examined. Among these was Hugh S. Souther, district agent for the New England Mutual, who wrote Mr. Baker and delivered the business to Connecticut General. It was brought out that Mr. Baker asked Mr. Souther as well as other Richmond agents for figures and at the same time notified Mr. Swink that he did not intend to keep the Atlantic Life insurance going at the expiration of the one-year period. The agents who got in on the case contended that this action on the part of Mr. Baker placed it wide open and that they had every right to go after it.

### Drewry Gives His Side

According to Mr. Drewry, Mr. Baker was first written in his company in June, 1923, for a \$50,000 10-year term before Mr. Swink induced Mr. Baker to take out \$50,000 with him and issued him a policy of that amount for a term of five years. Mr. Swink contended that he was under the impression that when he began soliciting the business the case

had not been closed by the Connecticut General, his understanding being that no settlement had yet been made and that the examination had not been approved.

### Lecky Held the Policy

It was brought out further that Mr. Baker permitted the Connecticut General policy to lapse at the expiration of three months, the policy being written on the quarterly premium plan. He insisted that he did not know that the Connecticut General policy had been issued, the policy having been delivered to Robert Lecky, Richmond local agent, who held it as collateral security for a bond said to have totaled \$700,000 which the firm of Baker-Royer Company took out through Mr. Lecky to indemnify certain work it had undertaken. Mr. Lecky, it was said, arranged with the Connecticut General for the issuance of the term insurance and the premium was charged to him with the understanding that he would collect from Mr. Baker. When the bill was presented to Mr. Baker, it was said that he declined to pay it.

### Similar Experience With Partner

Similar experience was had with R. Stuart Royer, Mr. Baker's partner, who had also been written in both the Atlantic Life and the Connecticut General for \$50,000 term policies. Mr. Royer also permitted his Connecticut General policy to lapse after three months and decided to keep his Atlantic Life policy in force after it had been running for a year.

Baker was rewritten in the Connecticut General in June, 1924, on a five-year term basis, it was stated.

Mr. Drewry as well as others ex-

### The Accumulation Policy

is a combination of insurance and investment in a new sense.

### Specimen Rate

Age 35 ..... \$31.90 per \$1000

The continued payment of the rate creates increasing benefits each year. As a seller it has no competition. Write us about it.

**NATIONAL LIFE ASSOCIATION**  
Des Moines, Iowa

## MORE THAN 50%

of the business written by some of our larger agencies is a direct result of the Fidelity lead service. Our agents interview interested prospects—people who have written the Head Office for information.

Fidelity is a low-net-cost company operating in 40 states. Full level net premium reserve basis. Over Quarter of a Billion in force. Faithfully serving insurers since 1878.

**FIDELITY MUTUAL LIFE**  
INSURANCE COMPANY, PHILADELPHIA  
Walter LeMar Talbot, President  
A few agency openings for the right men



Stephen M. Babbit  
President

Hutchinson, Kansas

### MR. AGENT!

Do you care for QUALITY, not SIZE? Age, Sound Experience, Low Cost, a Splendid Record for 70 years?

Then why not take a General Agency in its HOME STATE for

**THE ST. LOUIS**  
MUTUAL LIFE

OUR AGENTS AND POLICY HOLDERS  
ST. LOUIS! WRITE THE HOME OFFICE

## Eureka-Maryland Assurance Co.

Of BALTIMORE, MD.

Incorporated Under the Laws of Maryland, 1882

### WE ISSUE

### Standard Ordinary and Industrial Policies

J. C. MAGINNIS, President  
J. BARRY MAHOL, Vice-President

J. N. WARFIELD, Jr., Secretary-Treasurer  
Dr. J. H. IGLEHART, Medical Director

## INVESTMENTS Safe      Profitable      Satisfactory

Selected First Farm Mortgages on unexcelled security in the best diversified farming sections of Northern Illinois and Missouri.

Highest interest earning consistent with safety.

Our record for efficient and satisfactory service is the result of twenty-five years experience as Financial Correspondents for large Eastern Life Insurance Company and general mortgage brokers without a loss.

Information regarding borrower, security and titles guaranteed.

References and list of offerings furnished on request.

### Hoffman Mortgage Company

Central National Bank Building  
St. Louis, Missouri

## Our Agents Have

### A Wider Field— An Increased Opportunity Because We Have

Age Limits from 0 to 60.

Policies for substantial amounts (up to \$5,000) for Children on variety of Life and Endowment plans, thus enabling parents to buy all of the Family's insurance on the Ordinary, i.e. Annual, Semi-annual or Quarterly Premium plan.

Participating and Non-Participating Policies.

Same Rates for Males and Females.

Double Indemnity and Total and Permanent Disability features for Males and Females alike.

Standard and Substandard Risk Contracts, i. e. less work for nothing.

We have openings in Ala., Ariz., Ark., Dela., D. C., Fla., Ga., Ill., Ia., Kans., Md., Mich., Minn., Miss., N. M., N. C., Okla., S. D., W. Va., Wyo.

## THE OLD COLONY LIFE INSURANCE COMPANY of CHICAGO, ILL.

B. R. NUESKE, President

The Company has its Home Office in its own building at 166 W. Jackson Blvd., running through to Quincy and Wells Streets, right in the heart of **Chicago's Financial district.**

amined at the hearing had lawyers with them. The committee announced that it would not reach a decision until after a thorough digest of the evidence taken.

#### First Policy Issued

Mr. Baker was first written in the Connecticut General June 16, 1923, at age 51, the company claims. He was reinstated from June 16, 1924, at age 52, and was not rated at age 51, as previously stated in these columns. Information of Commissioner Button is that request for reinstatement was not made until some time in July, 1924, and that Mr. Baker's age changed before application was made. The commissioner is therefore of the opinion that when Mr. Baker was reinstated he should have been rated at age 53 instead of 52. Mr. Baker was not actually examined for reinstatement until July 23, 1924, the commissioner is informed. Final judgment had been reserved pending further inquiry into the case.

#### Should Have Been Approved

Further, Commissioner Button inclines to the view that the company violated a ruling of his requiring that any plan changing the method of reinstatement be submitted to him for approval before it is put into effect. In

correspondence with him on the points at issue, the company said: "We were requested to change the date of the policy so as to save the policyholder the cost of insurance during the period from Sept. 16, 1923, to June 16, 1924, during which he had not been covered, and as this seemed an entirely reasonable request we agreed to reinstate the insurance and change the plan and date upon being furnished with satisfactory evidence of insurability."

According to Commissioner Button, the change was effected without being submitted to him for approval.

## BIG DEAL BY COTTON STATES

Takes Over Kentucky and Western Tennessee Business of Southern States Life

NASHVILLE, TENN., Sept. 16.—The purchase by the Cotton States Life of the insurance in force in Kentucky and practically the entire section of west Tennessee from the Southern States Life, amounting to \$5,000,000 of insurance, was announced last week by Hillsman Taylor, general counsel and vice-president of the company, who secured the approval of the purchase by A. S. Caldwell, state insurance commissioner.

#### Gives Company Big Total

The purchase of this business will run the total of insurance in force of the Cotton States Life to more than \$20,000,000. The Jackson district includes practically all of west Tennessee outside of Memphis. Mr. Caldwell wrote the insurance commissioner of Kentucky relative to the matter and it is expected that his department will also approve of the deal.

The Cotton States Co. was reorganized and moved to Nashville last April by Rogers Caldwell of Nashville and his associates. Charles M. McCabe, former postmaster of Nashville, is president of the company. With the transfer of this portion of the Southern States Life's business to the Cotton States, Cary Harris, an official of the Southern States, will become identified with the Cotton States, Mr. Taylor announced.

#### Robertson Law Revision Unlikely

The old talk of amending the laws to permit old line companies that withdrew from Texas when the Robertson law was passed, to return without paying penalties, has been revived, but insurance men are of the opinion any attempt so to amend the laws will be defeated in the legislature. It is said some of the old line companies are anxious to get back in Texas and would establish offices in a minute but for the penalties they would have to pay. These penalties now amount to thousands of dollars. Any attempt to amend the laws to allow them to return will be contested by the Texas companies and the outside companies which remained in the state or which have returned since withdrawing.

#### Life of Virginia Increases Capital

At a special meeting last week stockholders of the Life Insurance Company of Virginia voted to apply for an amendment to the charter authorizing an increase in maximum capital from \$2,000,000 to \$5,000,000. If the amendment is granted the directors under a resolution adopted will be authorized to declare a stock dividend of 25 percent of the present capital of \$2,000,000 increasing it to \$2,500,000. Under the original charter of the company \$2,000,000 is the maximum capital limit.

#### Southern Notes

The Continental Life of St. Louis has applied for admission to North Carolina.

L. A. Morrisett, general manager of the Gem City Life, is visiting the company's agents in Georgia by automobile.

Eldon D. Wilson, superintendent of agents for the Mutual Life of New York in Virginia, has been elected a member of the advisory council of the Virginia Association Workers for the Blind. He

addressed a meeting in Charlottesville last week in the interest of the work of the organization.

Governor Trinkle of Virginia, who is first vice-president of the Shenandoah Life of Roanoke, is nursing a broken

arm as a result of a mishap aboard the flagship of the Virginia oyster fleet last week. He suffered the fracture when the boat ran into a rough sea in Chesapeake bay, throwing him from a chair in which he was seated on deck.

## PACIFIC COAST AND MOUNTAIN FIELD

### REPORT ON WESTERN STATES

#### Insurance Departments of California, Oregon and Washington Made Examination

Examiners for the insurance departments of California, Oregon and Washington have made public the report of their recent examination of the Western States Life of San Francisco. The report is signed by F. P. Cooper for California, Paul L. Woolston for Oregon and H. O. Fishback, Jr., for Washington. They compliment the company in the matter of its investments, particularly mentioning the excess of real values over the book values. During the first six months of 1924 the admitted assets show a gain over \$932,000, while insurance in force increased over \$6,200,000. The examiners say:

"The affairs of the company have shown a marked improvement under the present management, and more and more rapid progress has been the result each year. Satisfactory dividends are being paid to stockholders, while, at the same time, increasing amounts of surplus are being earned each year. The insurance in force on June 30, 1924, amounted to the substantial sum of \$81,247,007, divided among 33,792 policyholders.

"The management is able and experienced, conscientious and progressive. The branch office system, under which the company operates, was expensive to install but is now thoroughly established and is producing a steadily increasing volume of premium income, and therefore, an unlimited amount of new insurance at this expense ratio can be assimilated without drawing upon its surplus.

"Under the active and conservative policy which is now being pursued, the company can confidently look forward to continued growth in all departments of its business and to a steady increase in financial strength."

#### Russell Entertains Agents

John Newton Russell, manager of the home office agency of the Pacific Mutual Life, was the host last week at a dinner party to the members of his field force and their wives, husbands or sweethearts. The attendance numbered about 250, and while there were no set speeches, an interesting and instructive address was delivered by Will G. Farrell of the Penn Mutual Life, on the subject of the mental attitude in its relation to the success of the life insurance salesman. Incidents in his own experience were related by Mr. Farrell to illustrate his remarks. Theo. A. Waltrip, district manager in charge of the Hollywood branch of the agency, talked briefly on the subject of service. The program was concluded with a short talk by Otis E. Carter, one of the leading underwriters of the agency. During the meeting vocal music was furnished by the Pacific Mutual Glee Club, including solos by E. J. Albright and R. F. Townley, agency secretary.

#### Conviction in Conspiracy Case

In the jury trial in Los Angeles of John D. Wiley, Belle Wiley, his wife; W. N. George and H. J. Hughes, charged with conspiracy to defraud the Great Republic Life by staging a fake drowning in order to collect insurance, Mr. Hughes was acquitted of any part in the attempted fraud but the other defendants were found guilty.

Both the Wileys and Hughes took the witness stand and laid the blame for the whole affair on George, a former agent of the Great Republic, with which

Wiley's life was insured. They claimed George was the one who proposed the scheme and worked out the details of the fake drowning at Catalina, when Wiley was to be apparently lost overboard from a speed boat.

#### Install Club Officers

At the annual convention of the Western States Life \$100,000 Club, new officers were installed for the coming year. Sam Sadowski of the San Francisco office won the presidency for the second time, his first success being in 1922 when his production of \$801,000 set a record which is still unbeaten. This business has been built on policies which seldom run higher than \$10,000, written mostly on the lives of musicians, and his systematic follow-up of people in this occupation has brought remarkable results in consistent production. The vice-presidency, awarded to the agent producing the greatest number of applications, was won for the second consecutive time by Erich Weissman of Sacramento.

H. J. Saunders, president of the Western States Life, announced that the company's goal for the 1925 convention is \$100,000,000 business in force, with not less than 100 members present.

#### Two Men are Advanced

Harry Ford, who becomes agents' counsel for the Western States Life, is the grand old man of the institution. He will devote all his time to personal service in the interest of the men in the field. Inspector of Agencies R. M. Beckley becomes superintendent of agencies and will be the direct assistant of President H. J. Saunders in looking after the agency department. For the present he will continue in direct charge of the northern California department, consisting of the home office branch, San Jose and the northern California districts. He will give a part of his time to Oregon, Washington, Utah and Idaho.

#### Coast Notes

W. H. Collins, district manager for the Equitable Life of New York, with jurisdiction over Wyoming and northern Colorado, has transferred his headquarters from Fort Collins, Colo., to Casper, Wyo.

F. F. Petty, actuary and assistant secretary of the Great Republic Life, left Los Angeles last week on a trip east as far as Fort Wayne, Ind., where he will visit the home office of the Lincoln National Life. Returning westward his plane contemplated stops in Chicago, Kansas City and other points, and a visit to his old home in Missouri.

#### Results of Phillips Month

August was "Phillips Month" for the Minnesota Mutual Life, in honor of T. A. Phillips, first vice-president of the company. The month came to a close with over \$250,000 in excess of any August in the history of the company. One man, Jack E. Wilson, general agent at Houston, Tex., submitted 58 examined applications, for a total of \$287,000. September has been designated "Lacy Month" at the request of the field force, in honor of O. J. Lacy, second vice-president in charge of agencies, and the company is anticipating the biggest September in its history.

#### Forbes Is Assistant Manager

Hector M. Forbes has been appointed assistant general manager of the Toronto General Trusts Corporation to fill the vacancy caused by the promotion of W. G. Watson to the general management on the death of the late general manager, A. D. Langmuir.



Over a million and a half paid to policyholders in this territory.

Eleven million people within two hundred and fifty miles of our Home Office—plenty of opportunity for a good man.

We still have a few good openings.

Direct General Agency Contract—liberal commissions—but we are "hard-boiled" on advances.

## COLUMBIA LIFE INSURANCE COMPANY

Cincinnati, Ohio

S. M. CROSS, President



We issue all standard forms of Life Insurance Policies. Every policy protected by Deposit of Full Legal Reserve with the State of Iowa.



Openings Ohio, Ind., Ky., Mich., W. Va., Tex. and Okla. Write Columbus

Capital \$200,000



THE life insurance agent who wishes to obtain the representation of a reliable and pre-eminently honest company will find The Gem City Life admirably suited to his needs. The Gem City will equip its agents to write all forms of personal protection and in one good strong company.

There are exceptionally good opportunities for agents and general agents in good producing territory.

## GEM CITY LIFE INSURANCE COMPANY

I. A. MORRISSETT, VICE-PRES.

DAYTON,

OHIO



## STATE MUTUAL LIFE ASSURANCE COMPANY of WORCESTER, MASSACHUSETTS

Incorporated 1844

has just entered the State of

### IOWA

and contemplates establishing General Agencies at important points.

**B. H. WRIGHT, President.**

**D. W. CARTER, Secretary.**

**STEPHEN IRELAND, Superintendent of Agencies.**

# 50.97%

of the new business issued by The Northwestern Mutual Life Insurance Company of Milwaukee, Wisconsin, in 1923 was upon applications of members previously insured in the Company.

**The  
Policyholders'  
Company**



**Once a Policy-  
holder—Always  
a Prospect.**

**THE NORTHWESTERN MUTUAL LIFE INSURANCE COMPANY  
MILWAUKEE, WISCONSIN**

W. D. Van Dyke, President

# MINNESOTA

Just Opened by

## ROCKFORD LIFE

For direct contract with Company, write to

**FRANCIS L. BROWN, Secretary and Manager  
ROCKFORD, ILLINOIS**

### ACCIDENT AND HEALTH

#### FEDERATION HOLDS MEETING

Hopes to Secure Issuance of Mileage Ticket and Abolition of Pullman Surcharge

The International Federation of Commercial Travelers' Organizations held a meeting in Chicago last week to discuss future plans and purposes of the federation. The railroad committee of the federation, consisting of D. K. Clink and Robert M. Sweitzer of Chicago, Walter D. Murphy of Columbus, T. S. Logan of St. Louis and Ira F. Libby of Boston, has conducted a valiant fight before the Interstate Commerce Commission for the issuance of a mileage ticket and the abolition of the Pullman surcharge, which it is expected will result victoriously in the very near future.

A resolution was unanimously adopted that after the conclusion of this fight the federation return to its original purpose, which is "the advancement of the interests of the federated bodies and the betterment of conditions affecting the affiliated memberships." The federation has an aggregate membership of between 600,000 and 700,000, and a strenuous effort will be made during the present administration to augment, strengthen and extend the federation to still other commercial men's organizations which do not yet hold membership.

A. J. Alwin of the Minnesota Commercial Men's is president of the federation.

#### PAULEY HEADS CONFERENCE

Health & Accident Underwriters Hold Mid-Summer Session in Chicago—Publicity Big Topic

C. O. Pauley, secretary of the Great Northern Life of Chicago, was elected president of the Health & Accident Underwriters Conference at its mid-summer meeting in Chicago this week. Other officers elected were: First vice-president, Ben W. Haughton, International Travelers; second vice-president, T. Leigh Thompson, National Life & Accident; secretary, W. G. Alpaugh, Inter-Ocean Casualty; executive secretary, Harold R. Gordon; treasurer, C. H. Brackett, Hoosier Casualty.

Executive committee, for one year—John Patterson, Massachusetts Bonding, chairman; E. C. Bowly, Fidelity Health & Accident; F. J. Tharinger, Old Line Life. For two years—W. T. Grant, Business Men's Assurance; W. W. Dark, American Liability; W. W. Powell, Southern Surety. For three years—J. W. Scherr, Inter-Ocean Casualty; G. E. Harsh, Federal Savings; H. H. Shomo, American Casualty. Ex-officio (former presidents)—A. E. Forrest, North American Accident; Isaac Miller Hamilton, Federal Life; W. R. Saunders, American Liability; E. C. Budlong, Federal Life.

#### Resolution on Taxation

A strong resolution was adopted, protesting vigorously against the present discrimination against insurance in the matter of taxation; urging upon legislators the consideration of the fact that such taxes are paid by the insured, with the insurers acting merely as collectors; recommending joint action by its members in apprising policyholders of this fact, and urging similar action by other insurance organizations. This action was taken following an address by James L. Madden, manager of the insurance department of the Chamber of Commerce of the United States, on "Insurance Taxation," in which he gave specific figures showing the special burdens placed on the health and accident business by present taxation methods.

#### Health Insurance Suggestions

Some constructive suggestions for health insurance underwriting were of-

ferred by J. J. Crowley, vice-president of the Missouri State Life. The changes which he recommended were the use of a two weeks' elimination clause, the limitation of the amount of weekly indemnity issued, making no payments for partial disability, and placing hospital confinement and surgical operation benefits on a reimbursement basis. He declared that a modified health coverage of this sort would be issued at rates much below those now used, and that it would eliminate many of the difficulties now experienced in writing this class of business. Some further underwriting suggestions were also offered in the address by F. M. Feffer, vice-president of the Mutual Life of Illinois.

#### Had Publicity Program

The greater part of the program was devoted to the idea of more constructive publicity for the health and accident business and getting a better understanding of it to the public. Two of the formal addresses were along this line, those by George Brown of Detroit and T. W. LeQuattre, Chicago advertising man. One round table session was also devoted entirely to that subject, being in charge of W. W. Dark of the American Liability. The various sections under that general subject were in charge of L. D. Ramsey of the Business Men's Assurance, A. W. Pettit of the Federal Life, D. H. Nelson of the Massachusetts Bonding, Ben Haughton of the International Travelers, and R. E. Richman of THE NATIONAL UNDERWRITER.

The possibility of more business for agents through proper claim adjustments was presented by Ross Ream, adjuster at Kansas City.

The Federal Life & Accident of St. Joseph, Mo., was the only new company admitted to membership at this meeting.

#### New Company at Topeka

The Mutual Reserve Life of Topeka has been granted a charter by the Kan-

sas charter board. The company is authorized to write all forms of life, accident and disability insurance. The incorporators are E. S. Simmons of Topeka, who has had some experience in writing life and accident insurance in that and other states; J. C. Cadwalader, Jr., Topeka, state employee and a candidate for the Republican nomination for state treasurer in the recent primary; R. T. Krieger, J. W. Johnson and R. J. Coffey, all Topeka business men.

#### Life & Casualty Changes

A. D. Wilson of the Chattanooga district of the Life & Casualty has been made superintendent there. F. N. Gordon has been promoted to assistant superintendent in the Louisville district. John B. Shacklett of Chattanooga has been promoted to assistant superintendent there.

#### Is Entering Ohio

The Business Men's Assurance of Kansas City has received notice that its license to do business in Ohio will be issued this week. This will be the 26th state into which the company has been admitted and the second new state entered this year, Oregon having granted a license in January.

#### Joins Massachusetts Protective

Announcement is made by the Massachusetts Protective Life of Worcester of the appointment of Dr. John W. Abbott as associate medical director. Dr. Abbott had his early insurance training with the Travelers and was afterward medical director in chief of the Guardian Life of New York. When the Maryland Assurance was organized by the late John D. Stone, Dr. Abbott went to Baltimore as medical director of that company, from which post he recently resigned to take active charge of both the health and life medical departments of the Massachusetts Protective companies.

## NEWS ABOUT LIFE POLICIES

New Policies, Premium Rates, Dividends, Surrender Values, and all Changes in Policy Literature, Rate Books, etc. Supplementing the "Unique Manual-Digest" and "Little Gem." Published Annually in May and April respectively. PRICE, \$3.50 and \$2.00 respectively.

#### AETNA PUTS OUT NEW POLICY

#### Ordinary Life Half Premium for First Five Years Plan Is Help for Beginner

The Aetna Life has put out a new policy, on the nonparticipating half premium plan ordinary life. Premiums for the first five years are half those of the premiums required thereafter. The full premium after the first five years comes to little more than the regular whole life premium for the original age of the assured, but is less than the ordinary life premium at the then attained age.

The policy is adapted for the man who needs permanent insurance but feels that he is unable for a few years to pay the premium for an ordinary life policy for the amount of insurance that he requires. The premium can be paid annually, semi-annually, quarterly or monthly. Annual premiums are:

Age	Without Disability		With Disability No. 3	
	1st	After	1st	After
at Issue	5 Yrs.	5 Yrs.	5 Yrs.	5 Yrs.
16.....	\$ 6.96	\$13.92	\$ 8.00	\$14.96
17.....	7.10	14.20	8.17	15.27
18.....	7.25	14.50	8.35	15.60
19.....	7.40	14.80	8.53	15.93
20.....	7.57	15.14	8.74	16.31
21.....	7.74	15.48	8.95	16.69
22.....	7.92	15.84	9.16	17.08
23.....	8.11	16.22	9.38	17.49
24.....	8.30	16.60	9.61	17.91
25.....	8.51	17.02	9.87	18.38
26.....	8.73	17.46	10.13	18.86
27.....	8.97	17.94	10.39	19.36
28.....	9.21	18.42	10.68	19.89
29.....	9.47	18.94	10.99	20.46
30.....	9.74	19.48	11.23	21.07
31.....	10.03	20.06	11.71	21.74

#### Kansas City Life

The Kansas City Life has raised its limit from \$50,000 to \$100,000.

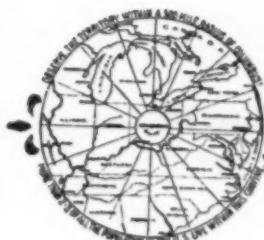
#### Reliance Life

Announcement is made by the Reliance Life of Pittsburgh of a new five year term policy with provision for automatic conversion to the company's ordinary life special nonparticipating policy at the assured's then age. The contract will be convertible at the end of the

## ARE YOU READY

for a General Agency—to build a business for yourself? If you are a successful, well trained Underwriter living in Indiana, western Michigan or eastern Pennsylvania, a real opportunity awaits you.

Read our record carefully. Then write the Agency Department.



### The Midland Mutual Life Insurance Co.

*"Its Performances Exceed Its Promises"*

Columbus, Ohio

Assets over \$9,000,000

Over \$63,000,000 in force

## Continental Casualty Company



#### Non-Cancellable Disability Insurance

Non-Can policyholders are wonderful prospects for every line of insurance. No multiple line agency can afford to overlook this fact.

Address

#### Service Department

910 S. Michigan Avenue  
Chicago, Illinois

For full details

five year period without evidence of insurability.

The Reliance will also issue a new seven year term policy convertible within five years.

#### Connecticut General Life

The Connecticut General Life has announced an increase in the limits of insurance it will consider issuing to applicants. Its new limits, provided the necessary reinsurance can be obtained, are as follows:

Standard Risks (except married women)

Ages	Endowment	and Life	Term
Under 25	\$100,000	\$100,000	
25-50	200,000	150,000	
51-60	150,000	100,000	
61-65	50,000	None	

#### Married Women

Ages	Endowment	and Life	Term
20-65	\$ 50,000	None	

Applicants who are engaged in hazardous occupations or who are not more than 40 percent overweight, provided there are no other impairments, will be considered for the above amounts subject to proper extra rating.

On all sub-standard business at ages 20 to 60 the maximum is \$25,000, but if the impairments require rating, the amount accepted may be limited to \$10,000.

## WITH INDUSTRIAL MEN

#### GREET PRESIDENT WILLIAMS

#### Head of the Western & Southern Comments on Industrial Insurance Conditions in Great Britain

Last Thursday was gala day at the home office of the Western & Southern in Cincinnati. President W. J. Williams, just returned from Europe, was met at luncheon by a welcoming delegation of 20 superintendents, leaders in the special week's contest for new business put on in celebration of his return. Vice-President Clyde P. Johnson and Director Arthur L. Vorys drew up sides, just like a baseball team, and their respective teams went to work for one week with the result that \$3,000 industrial and \$2,000 ordinary was secured. The ten leading superintendents on each side were invited into the home office as a delegation to welcome the president.

Mr. Williams spent a couple of weeks in London studying life insurance, particularly industrial, and gave special attention to the changes that are being made in industrial insurance by such companies as the Prudential and the Pearl. Making allowance for the fact

that Great Britain is an older and more thickly settled country than the United States, with less migratory and shifting population, he still believes that American companies have much to learn from the English industrial companies which are constantly simplifying their systems with a view to reducing the expense of conducting the industrial business. He made a careful study of those readjustments in the Prudential and the Pearl, whose officials accorded him every courtesy. Mr. Williams speaks highly of the manner in which the British industrial offices are conducted.

#### NEWS FROM THE PRUDENTIAL

#### Several Promotions to Assistancies Announced—Leaders in the Various Classes

Henage Whetton of the Salt Lake City, Utah, district of the Prudential, is now assistant superintendent there, having been promoted in recognition of his substantial industrial and ordinary record. I. R. Snodgrass was promoted

on September 1 from agent to assistant superintendent in the Tacoma, Wash., district.

Prudential Pushers who are deserving of commendation for production during the past month are: C. J. Metcalfe, superintendent of the Windsor, Ont., district; M. J. Guertin, agent of the Toronto, No. 3, Ont., district; A. M. Lopp, agent of the Toronto No. 3, Ont., District; B. Scheeter, agent of the Montreal No. 1, Que., district; A. Moffatt, agent of the Peterborough, Ont., district.

These representatives have not only proven their value to their company but likewise have helped to educate the Canadian public to the true value of insurance, as a result of which they have placed themselves in the merit button class.

Nathan Schweiger of the Middletown, N. Y., district, besides being the third leading agent in the company's employ in connection with the writing of ordinary is now the recipient of a merit button of high order (\$300,000 class).

Superintendent J. P. McNamara of the Ithaca district, listed No. 9 among the company's leading superintendents in the production of ordinary net increase, seems to be a firm believer in the personal writing of this class of insurance.

Agent Isaac Newman of the Chicago No. 1 district will shortly complete 20 years of continuous service, having entered the employ of the company Sept. 6, 1904. The entire time was spent on the same debit.

Willard T. Martin, formerly agent at Spencer and Gosport, Ind., was promoted to assistant in Vincennes. Frank M. Blair of Evansville was advanced to an assistancy in the same district. Agent Orville E. Bego was advanced to a vacancy in the assistancy ranks in the Indianapolis No. 1 district. Mr. Bego was attached to the Indianapolis No. 2 district and the fact that he was selected from approximately 135 agents speaks well for his qualifications and ability.

Agent Leon Korn of the Brooklyn No. 9 district leads Division B in ordinary net issue. He is being followed very closely by Agent Harry C. Meyer of the Brooklyn No. 4 district. Assistant Superintendent Abraham S. Kessler of the Brooklyn No. 8 district is still leading Division B in ordinary net issue. Assistant Superintendent Jacob Moscow of the Brooklyn No. 9 district, ranks second.

Agent Edwin W. Abernathy of the Nashville, Tenn., district is promoted to assistant superintendent.

When opportunity knocked on the door of the Washington, D. C., district office, it found Agent Robert D. Grigg, Jr., ready for greater responsibility and he was placed in charge of an assistancy.

#### LOCAL ASSOCIATIONS

#### START SEASON AT BALTIMORE

#### Announcement Made That John William Clegg, National President, Will Address Next Meeting

BALTIMORE, MD., Sept. 17.—Bernard B. Gough, newly elected president of the Baltimore Life Underwriters Association, received an ovation Thursday night when he assumed the chair at the first fall meeting of the organization.

The cheers were renewed when he announced that John William Clegg of Philadelphia, president of the National Life Underwriters' Association, will speak at the October meeting. Mr. Gough and Mr. Clegg are rated as solicitors, their election having established precedents in both the national and local bodies.

Carville D. Benson, recently appointed insurance commissioner of Maryland, told the assemblage that he would co-operate in maintaining the code of ethics recognized by the association. He hoped to break up the former practice of indiscriminate licenses to agents, which he said often resulted in indirect rebating that could not be reached by law.

\* \* \*

CLEVELAND, O.—The first fall meeting of Cleveland Life Underwriters will be held Sept. 19 in the Hollenden ball room. Dr. R. P. Shepherd, noted writer, lecturer and insurance sales instructor of

# AMERICAN CENTRAL LIFE

Insurance Co.

INDIANAPOLIS  
Established 1899

HERBERT M. WOOLLEN  
PRESIDENT

Chicago, will speak on the subject, "Keeping Step."

President Harold Pearce, who had the misfortune to injure his ankle, is now able to get around with the aid of crutches and expects to preside at the meeting. The program committee, under the leadership of James H. Rutherford, manager of the Phoenix Mutual, has mapped out some interesting meetings for the fall and winter, culminating in the big sales congress to be held March 7.

\* \* \*

**Los Angeles, Cal.**—The regular monthly dinner-meetings of the Los Angeles association will be resumed Sept. 29 after being discontinued during July and August. The September meeting is expected to be one of the most important gatherings in the history of the association, as the articles of incorporation which have been prepared will be submitted for approval and ratification, and the election of officers for the ensuing year, which was postponed at the June meeting, will be held.

W. H. Kingsley, vice-president of the Penn Mutual Life, will be the principal speaker. Mr. Kingsley is no stranger to the association, having addressed it on his visit to Los Angeles two years ago. He is considered one of the most interesting and inspiring speakers that has appeared before the insurance men of this city. The program will be opened with an address by Stewart Anderson, manager of the bureau of field service of the Penn Mutual Life. It is also expected that E. Paul Huttinger, tax expert of that company, and J. Elliott Hall will deliver addresses. Will G. Farrell will be the chairman of the entertainment program.

\* \* \*

**New York City**—The first fall meeting of New York city association is to be held October 14, at which time the speakers will be Insurance Superintendent James A. Beha of New York, Henry Moir, president of the United States Life, and Paul F. Clark, general agent of John Hancock Mutual in Boston.

## AETNA LIFE MANAGERS' DYNAMIC CONFERENCE

(CONTINUED FROM PAGE 1)

Mr. Brainard then called upon Agency Secretary K. A. Luther, who outlined the purposes of the conference. Stating that it was really taking the home office to the field, he pointed out that the costs and benefits had been carefully weighed. He expected it to stabilize the relations between the two branches, and to bring about a better and more sympathetic understanding. It offered the managers the opportunity of gaining knowledge of all kinds, but particularly on the problems of operating agencies, training agents and eliminating the many wastes of opportunity that he felt were avoidable. He said emphatically that the general agency must be more than an agent as an accounting would be required for every given territory, and that new agents were to be chosen on character with especial attention to men who believed in a square deal, who were generous to a fault and who were general agent material. He then pointed out the attributes of "The Ideal General Agency."

His remarks were concluded with the announcement that the business for the first eight months of the year to Sept. 1 had equalled that of the entire year of 1923, and that he knew the balance of 1924 would far eclipse all existing Aetna Life records.

### Slimmon Tells Improvements That Had Been Made

Assistant Secretary J. B. Slimmon introduced his remarks by the statement that the company, during the past ten years, had approximately quadrupled the number of its policies while its insurance in force had been multiplied practically by eight. With a far greater goal now before the Aetna Life, it was the purpose of his department to plan constant improvements. That these would materialize was evidenced by the fact that during the last 18 months 25 improvements had already been announced. These included an increase in limits and in reinsurance provisions. Quite a number of improvements had already been

adopted and would be announced. Mr. Slimmon said that, in addition to this phase of his work, there would be a relentless drive to reduce costs of procuring and maintaining business, and the elimination of all unnecessary work of every character. This included the cost of lapses which was not only an unwarranted expense but was negative advertising for the company as well. To as great a degree as possible, lapses are to be combated by the establishment of a conservation bureau.

### Harper Told About Wholesale Insurance

At the Wednesday morning session Manager W. R. Harper of Philadelphia spoke on "Group and Wholesale Insurance." It is his experience that the sale of group insurance offers a tremendous opportunity to the manager for two reasons. The first is that the majority of men and women insured under the group plan have no other insurance. The second is that every group policy is an entree to solicitation for personal insurance. It is accordingly a wonderful source of prospects. As proof of this contention, he pointed out a very substantial portion of the increase in the company's life business came from the seven agencies which had led in the sale of group insurance. To develop this business, constant solicitation and circum-

### EDWARDS GIVES DEFINITION OF LIFE INSURANCE

J. Stanley Edwards of Denver, Colo., manager of the Aetna Life and former president of the National Association of Life Underwriters, has defined life insurance at the recent conference of Aetna life managers:

"Life insurance is financial safety, well founded, hope made certain by fruition, charity eclipsed by lack of want, and human love made immortal by the token it sends back from beyond the grave."

larization are essential, with especial attention to advertising to other agents and brokers.

### Employees Can Stand Part of the Cost

The approach to this class of business is through the fact that it is being adopted by so many employers. The use of tact will disclose whether the employer is interested from the economic side, to see what he himself can get out of it, or whether its philanthropic phase is the controlling motive, his desire being to give his employees something of real value. One objection on the part of the employer is that his men do not appreciate it, but the plan under which the latter contribute a portion of the expense solves this. There have been cases where, after having dropped the group insurance which the employer paid for, the employees were heartily in favor of reinstating it, they themselves to pay a portion of the premium.

### Dr. Root Tells About Sub-Standard Business

Dr. E. K. Root, medical director, pleased the audience greatly by stating that the best training for a man in his position was contact with producers. The principle of medical selection, based on the mortality tables, results in an improved mortality. This being a fact, and knowing that there might possibly be some salvage among the rejections, the subject was studied and the company decided to write sub-standard business the beginning of this year. That the step was justified is evident since about 7 per cent of this year's business to date is on some rated plan, in spite of the fact that the company had to go at the matter slowly. Classification of sub-standard risks is very difficult; indeed, it is illogical at times. Furthermore, a physician's prognosis gives no light on

the subject. The result is that the law of average is called upon to assist, after account is taken of all possible facts about the risk, including physical condition, occupation, environment, past history and so on. The risk's predominant characteristics control the classification. It is quite difficult to completely avoid occasional hardships to an individual. Further experience with sub-standard business will give opportunity for more clearly drawn demarcations. The individuality of medical departments gives different companies different medical standards.

A sub-standard department is a real asset to an insurance company for the reason that there is a constant temptation to stretch the standards a bit when border line cases are offered.

### Agents Part in the Selection of Risks

Stating that agents can be of immense benefit to the medical department, Dr. Root is of the opinion that in a comparatively few years the selection of risks will be more in the hands of the agents and less in those of the medical department. No medical inspection can approach an agent's vision of the future of any given applicant. Since medical selection is of value during only the first five years of a given policy, the force of the preceding statement is apparent. The agent, who knows the applicant to some degree, and is able to tell the kind of man he is, and learns his ideals and moral standards, to a measure, has an advantage in sizing up the risk which the medical department cannot attain. Since but a negligible number who pass the physical examination die in the first five years, it is the mortality of the years beyond five that affects the company's claim records most appreciably.

### Mooney Talks on Accident and Health Insurance

With the subject of "Accident and Health Insurance," Vice-President W. L. Mooney, in charge of the accident departments of the Aetna, took the floor. Declaring that accident insurance is a staple and cannot be treated as a side line, he said that the manager who had produced the greatest amount of this class of business had found it a most satisfactory avenue to life business. Since every man's affairs revolve about his ability to be on the job, and to earn, the statement that accident insurance is a staple is axiomatic. In his discussion Mr. Mooney used the term "accident" to include both "accident and health." He called attention to the number of life companies that had in recent years added a department for the handling of accident policies. He believes that they did not do so to make a profit on that division of the business, but to equip the life agent with the possibilities of more and better contacts. "Accident insurance is the bird dog that flushes life business," he added.

Selling accident insurance is beneficial from several points. It adds to the income of the agent, and makes it easier to secure and hold men. Experience shows that the agent with a substantial line of accident renewals seldom leaves the connection he has formed. It is an additional bond between both manager and agent to the mutual benefit of both.

### Basic Sale Plan Is Given by T. A. Keith

A field man over a period of many years, but called to the home office because of his exceptionally successful selling career, T. A. Keith, followed Mr. Mooney and gave his "Basic Sale Plan," which is the form of solicitation he developed and used, giving at the same time the reasons for the manner of making the many points. He adopted a "standard" sales talk so that he would not have to think what he was saying, but could watch the prospect. The sales talk presents the contract to the average prospect, who is working for an income to meet obligations and who is in debt—both of which conditions fit the vast bulk of men.

Mr. Keith expects resistance at the beginning of his sale, so it has been his plan to tell the prospect just who he is

and what he wants. The immediate response is to draw the prospect's "No."

### Minimizes the Premiums, Capitalizes Benefits

He follows by paying an indirect compliment to the prospect by explaining the company's careful selection, and goes on to show what a premium of \$100 will secure. By stating the premium first, he answers an unasked question, and is in a position to minimize the premium and capitalize the benefits. Believing that the best returns are achieved by logical reasoning and by seeing men "well," he follows through a consistent line of reasoning, pointing out that if it is right to insure against fire, it is right to insure against accident, since there are 112 accidents to one fire; that 10 out of 100 die directly or indirectly from accident, and that the insured need be away from his work but one week out of the year to repay the premium, besides having had the protection of all the other clauses as well.

### Function of Publicity in Insurance Production

Publicity has the function of promoting cooperation between the home office and the field in the opinion of Assistant Superintendent of Agencies A. D. Anderson. His department is the clearing house for the spread of new ideas and selling plans. Already several steps have been initiated, including national advertising, together with its tie-ups, the supply of advertising helps, such as paperweights and transfer signs, the development of the house organ, the "Aetnaizer," which keeps the offices posted as to the doings at the home office, and the "Aetna-gram," which keeps the agents informed of happenings of the agency. A confidential bulletin is issued from time to time as occasion requires. General publicity in the daily press has been given a great deal of attention with favorable results.

To these will be added a sales course for agents, data on the books and periodicals which should constitute the managers' library, promotion of sales campaigns on special policy forms, development of pamphlet literature and envelope stuffers that will be peculiarly Aetna Life in character and the furnishing to the field force with loose-leaf binders containing policy illustrations especially designed to give new agents a "track on which to run," and of other binders covering specialized sales such as inheritance tax coverage, monthly income plans and so on.

### President Brainard Spoke at the Banquet

Every person attending the conference, including, of course, the ladies, met at the banquet Thursday evening. If there had been any question up to that time of the success of the meeting, it was dispelled here. The hum of conversation, both serious and gay, that swept around the hall told the story that the "get together" plan had met with every promise, and that the field and home office had joined forces to enable Aetna Life to reach the goal its leaders saw before it. President Brainard's remarks were especially interesting as disclosing the future of his great company. Upon assuming the role of chief executive, he was confronted by an individual problem of great proportions. It had now become his duty to assume the responsibility of the future of the Aetna Life. His analysis disclosed two roads—the first being to permit the company to continue on its own momentum, the second to prepare for the growth for which the company seemed destined.

### Aetna Life Likened to a Sleeping Giant

Under the first, he realized that he would be able to conserve the interests of the company, he could play safe, but that when he laid down the reins he would undoubtedly be open to the criticism of having done nothing to carry on. Under the second, there could be little question as to the greatly increased service the Aetna Life could perform, but the very act of expansion suggested

**The Prudential  
Has  
Increased  
the  
Loan  
and  
Non-forfeiture  
Values  
under regular  
Ordinary  
Policies  
and has  
Made  
the  
New Benefits  
Apply  
to  
Old Policies  
as  
Well.  
Prudential Agents  
are thus  
Better Equipped  
in the  
Service  
of  
Life Insurance.**



The Prudential  
Insurance Company of America  
EDWARD D. DUFFIELD, President  
Home Office, Newark, New Jersey

**A. MOORMAN & COMPANY  
ARCHITECTS ENGINEERS BUILDERS  
Financial and Insurance Buildings**

*A Nation-wide Service*

**Under Our Service:**

- One organization is responsible for the entire operation.
- The cost is determined before the final working plans are made.
- The construction period is usually about one-half the average time required.
- Finer workmanship is possible because of our specialization upon monumental types of buildings.

**Sixth Floor, Chamber of Commerce Bldg.  
Saint Paul, Minnesota**  
*A pamphlet explaining the scope of our service sent upon request.*

chances for failure to hit the mark and for which he knew that he, and he alone, would have to shoulder the blame. While weighing these questions in his mind, a chance conversation with a man who had recently been elected a director of the Aetna Life galvanized his thought into decision and action. This director referred to the Aetna Life as "the sleeping giant." A new vision arose before President Brainard and the program of progress was initiated on the moment.

An address, "Invisible Towers," by Champe S. Andrews of the New York bar, concluded the evening. In most appropriate words he directed the attention of the auditors to the great heights of attainment which were beyond human sight, but not beyond human understanding and human ability to achieve. It was a fitting complement to President Brainard's declared policy, which preceded.

**Training Course for the  
Agents of the Aetna Life**

The previous announcement of a training course for Aetna Life agents served as an introduction of H. Peter Gravengaard, who will assume charge of that work. His address was entitled "The Life Insurance Man of the Future." Delivering an address that was inspirational to the highest degree and one which was greeted with much applause by the grizzled veterans of many years' campaigns, Mr. Gravengaard finished his remarks and sat down to find himself firmly established in a new niche in the Aetna Life organization.

J. M. Holcombe, Jr., manager of the Life Insurance Sales Research Bureau, spoke on the subject of "The Job of the General Agent," in which he brought out the fact that there could be no single prescription for the success of general agencies, though each must have the foundation rocks of hard work, knowledge, imagination and that trinity of faith in himself, his company and his business.

**Half Billion Business Is  
Slogan for Next Year**

Mr. Hart again took the floor and in his inimitable fluency charged the Aetna Life managers to complete their supreme task of building up an adequate organization of full time Aetna Life agents. He told them that they could not hope to be successful by trying to take all of the emoluments of their positions to themselves, nor by using other than trained agents, nor by employing alibis. Neither can they take their place in life insurance by writing volumes of one, two, three or even five millions of insurance per year. The demands of the public could not be met through this means.

The year 1925 is the 75th for the Aetna, and in honor of its diamond jubilee year K. A. Luther announced the slogan of "A Half Million Paid Life Business in 1925."

E. L. S. Gregory of San Francisco, chairman of a committee to determine the feeling of the managers on the question of holding a managers' conference annually, reported that it was the opinion of his committee that the conference should be held annually about Sept. 1, but that the leading 100 full time agents should also participate, they being chosen on a system of point score and only those under contract the year previous to be eligible. He furthermore recommended that this policy be adopted positively for the period of one year only. The resolutions were passed.

**DECISIONS ON TOTAL  
DISABILITY ARE CITED**

*(CONTINUED FROM PAGE 4)*

Where the policy clause requires "total and continuous" disability, the courts will interpret the clause to include the general intention of the parties. Total disability is necessarily a relative matter, and depends upon the particular circumstances of each case. The decisions indicate that it depends largely upon the occupation and employment and the capabilities of the

person injured. The general rule is that total disability contemplated by the insurance contract is inability to do substantially all of the material acts necessary to the prosecution of the insured's business or occupation.

**QUESTION OF DATE**

In cases involving the interpretation of the words "from date of accident," the courts are divided upon several theories. Some interpret the words literally, while others hold that the real purpose of the parties govern. Courts in some states hedge between a literal interpretation and that effecting the real purpose of the parties, and still others take into consideration the time required by the processes of nature, in bringing a person to a state of incapacity. Where the word permanent is used in connection with the words total disability, the courts have construed the clause to mean that disability must not only be total, but that it must also be permanent so far as it relates to the ability to perform or to act in the manner specified in the policy clause.

**IN QUESTION FOR JURY**

Of the 150 cases examined, more than 60 were determined according to the ability of the assured to do, and the extent of that ability. Total disability is a question for the jury, and the determination of the "ability of the assured to do or the extent of that ability" will depend upon the attitude or the frame of mind of the jury in passing upon the facts.

The general rule, in the absence of any restriction clause, is that the nature of the disability does not affect the question of the rights of the assured or the liability of the company so long as the cause is one of the risks covered. The disability may be either mental or physical. The cause of the injury becomes important in those cases involving policies which contain provisions to the effect that the injury results wholly and independently from the accident, or from disease, as the case may be, and specifically provide that the insurance shall not cover injuries not resulting wholly or directly from accident or disease in any form.

**COVERS LOSS OF TIME**

In discussing policies providing insurance against "loss of the money value of his time," Mr. McKinley quoted an Indiana case in which the court held that it made no difference whether or not the insured was paid his regular wages and allowed recovery for time lost notwithstanding.

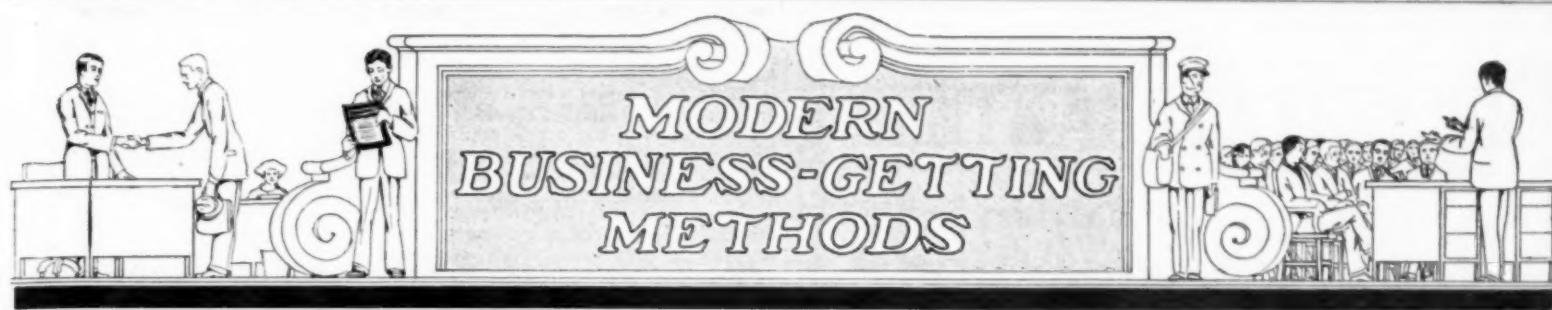
Mr. McKinley stated that a lack of standardization of the policy clauses covering total disability and the lack of standardization of the policies themselves, results inevitably in the absence of uniformity in the decisions upon this subject. It is evident that very few of the many cases are valuable as precedents, as the great variety of policy forms requires individual consideration in each case.

**SARGEANT FORECASTS  
INCREASE IN DIVIDENDS**

*(CONTINUED FROM PAGE 3)*

tion of Life Underwriters, said the best definition of life insurance was that it was a combination of the three sciences of mathematics, law and medicine. He told the agents they were constantly under inspection. That bigger and better things were expected of them. They should be qualified to go before organizations and express themselves as to the advantages of life insurance, and should make this a constant practice. Every agent should have a library and study. One can't do things automatically. One must study and have available data. He told of a plan for building a model house in Oklahoma and his successful efforts to have a policy of life insurance for the inmates included in the model plan, the feature of the policy being a maintenance fund for the inmates.

*(CONTINUED ON PAGE 32)*



## Rewards of Finished Workmanship Are Outlined in Forceful Address By "Millionaire" Business Producer

BY HARRY L. KOLMAN

MY thoughts as to the rewards of finished workmanship in our great profession of life insurance have definitely passed the speculative and reached the investment stage. By this I mean that it is one of my cardinal beliefs that the dividends to be derived from this business bear a distinct and unvariable relationship to the amount of serious thought and unstinting effort we are willing to invest. The fruits are in direct proportion to the seed. As in everything else in this life, we get out what we put in—in other words, what we deserve.

### Must Believe Insurance Is Life Work

In using the term "life insurance profession," I appreciate fully that there is nothing original in this phrase, but I still cannot resist the temptation to emphasize it, because today more than ever, we are engaged in a highly specialized profession, and once this aspect of our work becomes firmly embedded in our minds, we have made a great stride toward the realization of the unbounded rewards which await us.

The first thing we must achieve is the firm conviction that insurance is to be our life work. I make this statement with the greatest sincerity, based on my personal experience, which proved to be unnecessarily costly, because of my failure to grasp the vital importance of this truism, during my earlier years.

### "General Agency Fallacy" Exposed by Experience

I also had to learn another lesson by sad experience, and that chapter of my career I have labeled the "general agency fallacy." I do not believe there breathes a life insurance agent, possessed of even a moderate degree of ambition, who has not aspired at some time to become a general agent. After he has begun to demonstrate his ability to succeed as a personal writer, he suddenly becomes imbued with the conviction that within him, at last, lies the material of which an ideal general agent is composed. Why should he, with his vast ability, make others rich as a result of his efforts? Why not honor some company by permitting it to append to his name the title of general agent? Then he will retain unto himself the full emoluments of his own production, and being a man of unusual attainments, he will be able to demonstrate his possession of the split personality of which we have heard so much of late, and will build up a large organization of agents, who will contribute their share to his income, without in any manner interfering with his own activities. This is a most alluring picture, but it has never been successfully reduced to canvas. Firstly, the man who can write the business is the captain of his own destiny. His general agent is not his master, but his slave. The average successful underwriter reaps greater rewards in 30 days than any general agent, with few rare exceptions, reaps in a whole year. Of course, I did not believe this until I had verified it by my own bitter experience.

I became a general agent in New

York City in 1919. Within the next couple of years I hope to have made my last payment for this adventure. What really happened was that after opening my agency I found myself chained, hand and foot, to my desk, during practically the entire working part of every day; attending to a mound of detail connected with the business of my sub-agents, which netted me at the end of each month a very handsome loss. I had practically no time to devote to personal production, as I was too busy signing checks for advances and loans to very willing agents. Today when I hear of the appointment of a new general agent, I send him a wreath instead of a bouquet. The man possessed of the God-given ability to sell life insurance cannot afford to be a general agent for anyone except his own wife and family.

I left the life insurance field in 1921.

Harry L. Kolman is a Chicago life underwriter who has demonstrated his ability to preach on the "Rewards of Finished Workmanship." This was the subject of his address before the recent annual agency convention of the National Life of Vermont at Montreal. He spoke straight from the shoulder, fired by the enthusiasm of his recently adopted "life work," to which he returned after an absence of three years. Mr. Kolman was always a big producer when with the Chicago office of the Mutual Benefit and later with the Travelers in New York, but this year's accomplishments are record-breaking. After an absence from the life insurance business entirely for three years, while he was vice-president of the Columbia Colotype Company, and an absence from the Chicago field of the business since 1918, he returned this year to the business in Chicago and in six months has written near \$1,750,000 in new business. He is a go-getter and a producer qualified to talk on business getting methods.

after 11 years of increasingly successful production, with the exception of the period I have just described, to accept a very lucrative and flattering offer in a mercantile line, deliberately throwing away an invaluable asset, in the form of a boundless good will and an extensive clientele of highest class, simply because I had never properly grasped the true significance of the work I was doing. After two years in my newly adopted trade I was fortunate enough to come to my senses; fortunate that the realization burst upon me, before I had entirely entered my years of senility, that life insurance as a profession, if accepted as such, offers greater rewards both in a material way and in the opportunity to be of real service to our fellow men, than any line of endeavor embraced in our economic structure.

### Returned to His Old Hunting Grounds

Accordingly on the first day of last March, I re-engaged in the work, which I never should have abandoned. I took it up, somewhat sadder, but very much wiser. I began, I must confess, not without misgivings as to the length of time that it would require to recreate the points of contact and with them, the good will necessary to a resumption of my activities on a scale at all comparable with my former attainments. Somewhat to my surprise and much to my joy and satisfaction, my production began to pile up immediately, not only in as large proportions as before, but

greatly in excess thereof. I have carefully analyzed the reasons for this, and I now know definitely what they are. My present attitude toward my work is that if a man who could not be lured away from it by any conceivable inducement. I enjoy it all day and think about it half the night. Every waking hour is spent either in action or research and contemplation.

Please do not misunderstand me. I feel no undue elation, nor is the much to be deplored quality of egotism a factor in my attitude. I am simply deeply grateful that a transition, the processes of which were both painful and costly, has come to pass, which has, I believe, brought me to a point where I am enabled to take advantage of my opportunities.

### Outlines the Functions of a Successful Agent

I need not tell you experienced underwriters what are the general requirements for the full realization of these opportunities. Feeling, however, that the experiences of all of us must differ, to the degree that we ourselves are different, one from the other, I shall offer

that my company is best, because I never said that it was. I have invited no comparison because I have delivered no challenges. Don't gain the impression that I can always achieve this result, but my contention is that if I can sell myself, I can sell the insurance. When I fail to do this someone else gets the order.

### Being a Fighting Game It Requires Full Knowledge

This is a fighting game and, like all other fighting games, you must know the rules before you start. You cannot give too much deep, serious thought and attention to the underlying fundamentals. This involves a constant study, both of the developments in the insurance world, with its ever-changing practices and the developments in the industrial and economic world with their ever-increasing opportunities for the application of these practices from the insurance standpoint. The man who is mentally alert to the possibilities which are thus presented has made the first great stride toward the procurement of his just rewards.

I have written many a substantial case by keeping my ear to the ground and my eyes widely opened, so as to receive the first intimation that someone is arriving at the front in his chosen line of endeavor, and that he is becoming, therefore, a potential prospect for life insurance in a larger way. Seek the man with the purchasing power. The man who is making money, not hoping to make it. I want to know at least that the individual to whom I am talking and pouring forth the best that is in me in effort and enthusiasm has the financial ability to pay the premium, if I win my case.

### Of Prime Importance to Properly Gauge Prospect

Right here let me emphasize the importance of learning to gauge your victim properly. Don't pay too much attention to what he says, rather ascertain what he is thinking. They will seldom be identical. Even though he consent to signing the application he is very likely to tell you that he probably will not take the insurance. Don't let this discourage you and don't permit him to fool you. He is a busy man, and if the desire for more protection were not lurking somewhere in the recesses of his brain, he would not give up the necessary time for the examination and other preliminary details. These successful men are in the habit of concealing their true thoughts, during their business negotiations, for trading purposes. It would be entirely foreign to their policy deliberately to place their necks in the noose and tell you that they are seeking insurance at this time. What they really want is that you should make them want the insurance, although many times they do not realize this themselves.

### One Case Is Cited of Attracting Interest

Some time ago I was told by a friend of mine that a relative of his, a very prominent banker in New York, whom I knew casually, was in the market for life insurance. I immediately wrote to this gentleman, stating that I had this information from an unnamed source, and requesting an interview. In order not to place him in the position of obligating himself to any extent by asking me to come to New York on a spe-

cial trip to keep this appointment, I said in my letter that I was in New York every ten days or two weeks and could call at his convenience. The reply I received was as follows:

"My dear Mr. Kolman:

"Relying to your letter of November 26th, I beg to state that you are misinformed, as I am not looking for any insurance. However, I want to thank you for your offer of service.

"I note that you are in New York every ten days, and I shall be pleased to have you call on me any time you are in the city."

#### Man Wanted Policy But Wouldn't Admit It

I wrote \$375,000 of life insurance on this letter; and the only reason that I did not place more was that the man's insurance history was such that it was all I was able to get for him. In other words, the first paragraph of his letter meant nothing to me. I knew that it did not indicate his true state of mind, because if it had he never would have written the second paragraph, in which he stated he would be glad to have me call at any time I was in the city. Certainly he did not want me to come in and see him to advise him on banking matters, nor did he want to give himself the pleasure of looking at my face, because in that event he would have requested my photograph. I immediately concluded, therefore, that what he wanted was life insurance, and the day after his letter arrived I took the 20th Century for New York. After I had talked with him about three minutes I found that he wanted life insurance more than any man I had ever interviewed, but he had not been able to get it. Naturally, he would not say so in writing, but he did not hesitate to give me all the facts in person. I went to work on the case, which he placed entirely in my hands, with the results that I have related. This experience, therefore, prompts me to say, "Don't be afraid to take a legitimate chance." If your judgment tells you that there is a reasonable possibility of getting some business—go after it, and if the possibility is great enough to warrant the expense, cross the continent if necessary.

#### Must Use Aggressive Approach in All Details

After you have ferreted out this prospect, you must often fight him into a state of coma, "knock him out on his feet," allowing him to retain only enough physical energy to grasp a pen and sign his name. You then tell him on what day and at what hour you think you can persuade the doctors to examine him. Even now the battle has just begun. The chances are that although the examiners can find nothing wrong with him, the company to which you are submitting the application, particularly if it be one of the so-called conservative New England companies, upon referring to the previous records and history of your client, probably will discover that some time in the dim and distant past he was addicted to some pernicious habit, such as the use of charged instead of plain water with his Scotch, and will advise you it is very reluctant to assume the risk; then you have a real fight on your hands.

Someone once said that the life insurance business consists of the effort first to convince your prospect that he is going to die tomorrow, and then to convince your company that he will live forever; and that's what you have to do in this instance. Convince the company that its surplus and reserves will not be wiped out over night, if it accepts your applicant.

#### Home Office Contact Is of Great Value

Here is where I have found a certain asset that I have taken great pains to cultivate of infinite value—that is a personal acquaintance with home office officials. The human equation must form an integral part of all business relations. I have made it a rule to go to the home offices of as many companies as possible, and as often as possible, for

this very purpose. I want to know as many insurance executives as I can inveigle into an interview, and I also want them to know me, which only proves that I am a good gambler. I desire this acquaintanceship, not because I am seeking congenial company, for in that respect I have been disappointed often, but because I wish to endeavor, at least, to create the same feeling of confidence on their part that I try to inspire in my clients. These executives are but human after all, and their titles, while awe-inspiring in their physical aspects, really leave me cold and unmoved and largely unafraid. I wish that I had time to relate to you a few of the many concrete instances where this personal contact has enabled me to bring home the policy when all seemed lost.

Assuming that you carry with you the proper form of anaesthetic, and that you achieve this miracle, of persuading your company that the risk in question is insurable, then strange as it may appear, you often find it necessary, upon returning to your client with the policies to battle him again into a state of submission, which will enable you to convince him that he should accept this insurance, after all.

#### Underwriter Must Dominate Every Situation That Arises

All of this simmered down to a few words, means but one thing—you must dominate every situation in which you find yourself. Your strength must be so great, and your confidence in yourself so all-abiding, that you can make your will prevail, even over that of the man who might be normally stronger than you are.

I have learned to enjoy obstacles. In fact, I feel lonesome without them. Insurance is sold not bought. In addition to the material pleasure which accompanies the commissions that I earn, I derive an even greater mental satisfaction from the achievement of a purpose once undertaken.

Stephen Leacock, in his latest book of satire, entitled "The Garden of Folly," holds up to ridicule the various modern advertisements indicating how, by merely clipping a coupon and signing your name, you can acquire, over night an executive position of great responsibility and a manifold increase of income. He goes on to say that no discussion of these matters is complete without some reference to Napoleon. We have the Napoleon of baseball; we have the Napoleon of bootleggers; we have the Napoleon of almost everything.

So that I may conform in one respect at least, to all that is orthodox, I am going to quote an old anecdote concerning Napoleon, which relates to a conference of all his generals, just prior to the march of his armies over the Alps to Italy. At this meeting, ways and means were being discussed for the accomplishment of this apparently impossible task.

The generals sat about the board, each one in his turn advancing his reasons why this could not be done. Napoleon with characteristic impatience and with his hand in his coat front strode up and down the room, listening to these remarks. Finally, unable to restrain himself longer he stopped, withdrew his arm, waved it in the air and said, "Gentlemen, there are no Alps."

To those of us who are willing to make the necessary sacrifices in the way of serious thought and thorough mastery of the technique of our profession, and thus prepare ourselves for the proper execution of the finished workmanship, which offers such limitless rewards, "there are no Alps."

The rewards of finished workmanship, what are they? An income which places you in the van with the leaders in other professions and trades; the respect, both of the community and yourself, which accompanies such leadership; the satisfaction of knowing that you are performing a useful function to humanity, and the joy of living, which is bound to be commensurate with such knowledge.

#### SUGGESTIONS IN GETTING AND TRAINING OF AGENTS

(CONTINUED FROM PAGE 17)

spoke at one session. His subject was "Methods for Training Agents." His remarks were for the benefit of training the average agent, his belief being that the unusual character in the business can not be imitated, hence it was not of value to attempt to imitate him. Approaching the problem of training agents requires an open mind. "All men are more or less stuck in the glue of yesterday." Citing the National Cash Register and Fuller Brush instances, Mr. Lovelace felt that it was merely following successful business precedent to conduct schools for life insurance salesmen. He quoted Henry Towne who said that a scientist knows why, and a practical man knows how, but that an expert knows both how and why. It is the purpose of education to teach the agent both and it is the work of executives to carry out the training—indeed, it is one of their major functions.

#### Must Carry the "How" and "Why"

The teacher must carry the "how" and the "why" side by side, and must furnish guidance on both. The underlying teaching must be that of human needs, for selling is essentially dealing with human beings. Then the agent must learn the means by which his company reaches the end of serving these needs. He remarked at this point that the rate book contains a fund of information far beyond the belief of even the superior agent. That the field has progressed in this direction is evidenced by reference to insurance journals of some five or six years ago. They reflect the insurance thought of the times and then the selling to cover needs was not touched upon.

#### Must Study Human Behavior

Selling life insurance involves the study of psychology, or, to use a simpler term, human behavior. Human beings act in certain definite ways, and can be made to act according to predetermined plans if they are understood. "If we want to have him do something, why shouldn't we know how to make him?" The old methods of selling resulted in a high mortality of agents, but the newer ones where the man is taught "how" and "why" are showing infinitely better results. A striking feature of the new selling is the growing ability of solicitors to sell in word pictures.

#### SARGENT FORECASTS INCREASE IN DIVIDENDS

(CONTINUED FROM PAGE 30)

Joseph C. Behan, superintendent of agencies, gave the closing address, on "Full Steam Ahead."

Actuary Charles H. Angell of the home office opened the program on "Disability." He gave a history of the incorporation of the disability clause in life policies and its development, explained just what total disability meant and how it was arrived at, and showed how laws of different states applied. The practice of the Massachusetts Mutual Life as to the clause was explained and shown to be very liberal.

#### Selling Deferred Annuities

Mrs. Olive Joy Wright of Cleveland found deferred annuities neither difficult to understand nor to sell. She explained that she got her prospects to talk about their savings and investments and then switched on to the deferred annuity provisions. She found a use for surplus funds. Business and professional women were easily written. They didn't want ordinary life insurance but needed investment opportunities. She found it easy to sell on the first interview and seldom had to make a second visit. She talked about a "rocking chair for old age." Store buyers who made good salaries saw in it a fine chance to provide the rocking chair. Teachers were also good prospects. She had found many doctors and lawyers, who were bachelors and had no dependents, were

glad to take out annuities in view of possible inability to go on with their work as providing a fund to take care of them in old age.

Creighton P. Morton of Worcester, Mass., showed how the deferred annuity policies of the company had grown from three policies representing \$5,000 in 1917 to 1,287 representing \$8,600,000 in 1923, with 1,018 policies sold the first half of the present year for \$6,700,000. He thought it one of the best examples of thrift which could be shown.

#### Big Field Among Women

Miss Florence W. Carroll of Philadelphia was escorted to the platform to the strains of Mendelssohn's wedding march and it was made known that she had been married a few days before to R. A. Dermody of the Philadelphia office. She gave one of the best presentations of the conference and declared she was attempting to make herself an expert in the handling of the deferred annuity form of policy. She found the field unlimited and largely untouched. She found that women's business with the companies stuck and that payment of premiums was more prompt with women than men. She had found many dependents of soldiers who turned their war risk insurance proceeds into annuities and thus doubled their possible income in later years. She asks her prospects if their invested savings provide a guaranteed monthly income for life; if any part of their investments are guaranteed and if the investments provide an income when needed.

#### Plea for Small Writer

John J. Eberhardt of Salina, Kan., made a plea for the small writer, declaring that the average business written by the average agent was the life blood of the company. He had formulated a method of sending out letters to teachers in which he gave some fundamental figures on income and the possibilities of insurance and then asked the teachers to figure out the problem for themselves. As a result he had teachers coming in to him constantly to learn more. He found the prospects like to figure out things for themselves and it aroused interest. He had written \$294,000 at his desk in four months in this way.

Millard R. Orr of Philadelphia has starred in writing university students. He found it one of the easiest and pleasantest fields to cultivate. Convertible ordinary life seemed to appeal to the majority of college boys. He thinks he can change it ten years ahead. The college boy is easy to talk to, he likes to talk himself, he doesn't think much and he doesn't worry where the money comes from. He gets the first premium and then dad takes the load off his hands. Contrary to most beliefs, there were many college boys insured for very high figures. Caleb Smith of Ann Arbor also spoke on this topic.

#### Business Insurance Field

Ward H. Hackleman of Indianapolis spoke on business insurance and said it was a big field but little covered. To enter into that work, however, one must be a student and have a knowledge of business, particularly the line of business in which he attempts to write. It was best to pick out a special line of business, make a study of its conditions and stick to that. James M. Blake of Philadelphia, assisted by Robert A. Dermody of Philadelphia, then explained Mr. Blake's "Diagram" which he furnished to prospects, which specified special uses for application of business insurance funds.

The following officers were elected: President, Carl LeBuhn, Davenport, Ia.; first vice-president, B. Z. Nelson, Boston; second vice-president, Miss Adella E. Knight, Chicago; secretary-treasurer, J. Putnam Stevens, Portland, Me.; chairman of executive committee, John W. Yates, Detroit.

E. D. Combe, life insurance executive of Sydney, N. S. W., was in San Francisco last week en route to eastern insurance centers where he will study American agency methods.

## Why Young Men Should Become Insurance Agents

Seven Reasons for Life Insurance Career

LIFE INSURANCE is founded on the highest ideals.

It is capable of yielding a good income and the satisfaction of accomplishment.

It offers opportunities for real leadership.

It brings the insurance producer in close association with big business and big business men.

It requires education in business methods, law and finance.

It is a field for workers, not shirkers.

It is an alluring and practical calling for men of dynamic energy.



Over Sixty years in business. Now insuring nearly Two Billion dollars in policies on 3,500,000 lives.

# CENTRAL STATES LIFE INSURANCE COMPANY SAINT LOUIS

All Ages up to 65

Participating and Non-Participating Policies

Standard and Sub-Standard Risks

Prompt Service

Excellent territory for General Agencies  
open in Illinois, Minnesota, South  
Dakota, Kansas, Missouri, Wyoming and  
California :: :: :: ::

# THE STATE LIFE INSURANCE COMPANY INDIANAPOLIS

MORE THAN

## TWENTY-ONE MILLION DOLLARS IN SECURITIES

Deposited with the State of Indiana for the  
Sole Protection of Policyholders

PROGRESSIVE :: CONSERVATIVE

### The Growth of Oak The Solidity of Granite

On Agency Matters Address, CHARLES F. COFFIN, Vice-President



*New Home Office Building  
720 N. Michigan Ave.  
Chicago*

**Agency Openings in**

**Illinois  
Minnesota  
Kansas  
Iowa  
South Dakota  
Texas  
Missouri  
Nebraska  
Michigan**

## **An Anchor to Windward**

**Every man at some time during his progress, runs into storms. He may not be at fault. The storms may be brought on by conditions entirely beyond his control; but they are there nevertheless, and he has a rough time of it.**

**It is then he is mighty glad of an anchor to drop to windward, so that he can ride out the blow, shipshape and top side up. It is under such conditions that the value of a Central Life connection is brought out even more forcibly than it is during smooth sailing.**

**The company's safe, time proven management of general affairs keeps it on an even keel in all weather. Its highly developed moral sense and personal interest in its representatives keeps them close to the company in a happy, uniformly prosperous relationship.**

## **The Central Life Insurance Company of Illinois**

**720 North Michigan Avenue  
CHICAGO, ILLINOIS**